

Marketing plan of SARA WORLD

FROM 2015 TO 2016



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1. EXECUTIVE SUMMARY

Sara World is the project with its designer and owner Sara Navarro tries to adapt all of she knows do about artisanal Spanish footwear to new markets and Changing environment.

Currently it is a small business, although company has the perspective of development in its mind, in fact Sara World sets up with only one brand, SARA NAVARRO, and years later it was decided to create its second brand, SARAHWORLD.

I chose this company because I love the Fashion World of clothes and shoes, and I believe that it is a sector very important with a lot of followers nowadays. It has been interesting analyse this type of company that has got large experience at the same time propose plans and activities to get company be more attractive and effective in market.

With internal and external analysis realized, we can see the potential with its strengths and the high number of opportunities which company has to see, takes advantage of them and improves.

Nevertheless we can see the other part, weaknesses that company has got in this moment, which impede progress in the better way, and for this reason they have been analysed by Sara World and try to reduce them. Furthermore the repercussion of threats must be taken into account and analyse their effects in company.

This marketing plan from 2015 to 2016 pretends to identify best and worst parts of company and take the major profit of them, enhancing the best, reducing and removing the worst with new ideas that can be great solutions and can take as a result evolution and distinction. Moreover this plan can achieve expected result that in the present are not being achieved.

In general, principal conclusions that have been obtained could be the lack of notoriety that this company has taking into account that it is a firm with a large trajectory and experience in the sector, and for this it is necessary a major presence in media and new channels of communication.

Moreover, the sensation that produce these type of products is that they don't arrive to more public who cloud be available to buy products, the disadvantages to have a couple of Sara Navarro's shoes because it is complicated to buy this type of products by email after that you only see them in one photo and you haven't more information about them. For some of these problem in this plan is proposed to stablish more



facilitates to buy these shoes opening new channels, giving more information about them, creating new line that could permitted more people can wear and buy them enhancing the quality and artisanal that make them appreciate.

In addition, company wants to be present in more countries, in fact Sara Navarro's brand has been present and recognized in some, although the brand doesn't get expected results. For this, it is notable that firm arrives more countries with a strategic and the best way and on proposal plans is detailed the way to get be present and more impact.

To sum up, in companies it is important to survive in market, but they try to survive in it contributing new activities that make them different and stronger that the rest. In this plan are going to work setting new ideas and innovation with great activities to improve the actual state and thereby to adapt as better as possible to new environment.



2. ANALYSIS OF THE SITUATION

2.1 INTERNAL ANALYSIS

2.1.1 PRESENTATION OF COMPANY AND SARA NAVARRO

SARA WORLD, S.L. was born like a business in 2000, directed designer Sara Navarro to develop new lines of products in the subject of design in fashion and accessories. Now it is a project for advancing and growing in the market.

Its designer has a large experience in business previous. Sara sets up her first firm and brand called SARA NAVARRO in 1980, after years she decided convert to SARA WORLD the current company that works nowadays, keeping her personal brand and introducing years later the second ecological brand, SARAHWORLD.



Sara Navarro is a personal and luxury brand which offers exclusive shoes and clutches (handbags). This Brand intended to satisfy a type of fashion conscious woman without being a "victim" of it. More than age, belong to woman of average or upper class, who esteem the quality above all and with a selective character.

SARA NAVARRO symbolizes power and energy. "S" y "N" criss-crossed like a symbiosis, the union of opposites, an eternal search for harmony in the universe. The particular brand's colours are cherry and Caribbean green. Characteristics of SARA NAVARRO's brand are: exclusive designs where cherry colour, packaging and cherry essence present in the soles of shoes identifies this personal brand.



SARAHWORLD produces ecology, casual products and complements like hats and handbags. This brand is based in social responsibility's philosophy and with an



ecological awareness. It is footwear and accessories brand, strongly committed with the quality of life, health and, sustainability.

With natural materials, products of this brand are casual designs to woman of average class, who have ecology behaviour and within give up to new tendencies and trends of the fashion world. Characteristics of SARAHWORLD's brand are: casual designs with natural materials and important message to environment.

The experience of designer was born years ago, when her grandparents worked with miniature shoes and the first company of her father.

She says: *"My father has done a lot of work to Elda and to footwear."*

Due to this Sara starts before 1980 inheriting the passion of tradition. She had been able to know and to understand the development of footwear business and she worked very hard to improve in it to achieve establish her own company, a different project with an international vision.

She is the third generation of industrial family and artisanal of footwear's world in Elda, Spain. Since there the designer doesn't stop to bet on diversification with products which are designed by herself.

The two brands contribute a new spirit and creativity, positioning the brand in the most important positions in the sector.

Source: *February 2015. Interview for "Marca España" in RNE.*
<https://www.youtube.com/watch?v=B8zrwoao0Rg>

- About Sara Navarro Sánchez, the designer:

Figure nº 1: Sara Navarro



Source: *own company*



With a degree in psychology, she combined her studies with art and languages. She obtained footwear stylist certificate in Arts Sutoria Institute of Milan and the International Master of Fashion at the Domus Academy in the same city.

For Sara Navarro, inspiration arises from abstract things, from literature above all. A creativity person with strong personality, she has been able to surround herself with top designers of fashion world. She explains:

“We try to do everything that we know do well sublimely and show it to world.”

“Communication is paramount to get that everybody go in the same direction and to be able to benefit synergies.”

“Shoes have got the power to subside you, empower you or let you anonymous.”

Along her trajectory, the designer has received many awards in the sector: “Medalla de Oro al Mérito en Las Bellas Artes” (2005), XXII Award Gregorio Sánchez (2003), FEDEPE award to business woman of year-round 2001, and the tribute of Fashion’s Writers Association like designer of year-round 1993. The last prize was on March last year 2014 when she won the Gold Cherry Prize as it can see in this illustration:

Figure nº2: Gold Cherry Prize



Source: own company

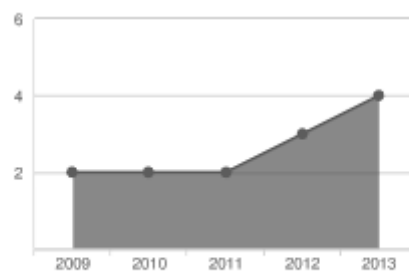


2.1.2 RESOURCES

2.1.2.1 HUMAN RESOURCES

Since the company was created, it has experienced a change in human resources as the figure nº1 shows. It describes the increase of staff until 2013, that it is the last data collected by company:

Figure nº 3: evolution of staff



Source: www.elinforma.com, 2013

Nowadays, the company is a little firm with a single administrator (Sara Navarro) and five workers who work in different departments: commercial/administrative area, financial area, design area, communication/marketing area and graphics area. Figure nº 2 could describe the organization chart, with structure by departments and the control and supervision by the management, Sara.

Figure nº4: Organization chart of company:



Source: own elaboration

2.1.2.2 PHYSICAL RESOURCES

Company has got a type of headquarters in Madrid where realizes all of orders and sales by commercial area. This space is like a central where is managed and organized all of happens in company. Moreover, It is important mention that company



has got an own Showroom in Madrid. The Showroom and headquarters are situated in Goya Street, nº 83 in Madrid.

Currently, company hasn't got own shops for any brand:

To sell SARAHWORLD's brand uses physical multi-brand stores around the country

To sell SARA NAVARRO's brand aren't used physical shops yet.

Finally, company has not provided information about the existence of own manufacture, while it is true that the designer have informed that all of products are made in Alicante, Spain.

Sources:

February 2015. Interview for "Flash Moda TV"
<https://www.youtube.com/watch?v=5Oo5cXWi4Xc>.

December 2014. Interview for "El Corruptómetro"
https://www.youtube.com/watch?v=CHqqPqK_scQ.

2.1.2.3 MARKETING RESOURCES (4P)

2.1.2.3.1 PRODUCT

Products of Sara World are specialty's goods, all of these are "whole product", owing to both brands have unique characteristics. Star products are shoes; however the company offers others products that allow extending its activity: bags, picture hats (*Pamelas*) and more complements. Let's see all products, taking each brand of the company. Pictures of SARA NAVARRO's products have been provided by company since they are not available in its web page. Pictures of SARAHWORLD's products have been provided by official web page.

Finally, the designer mentions the production of new shoes for the "New Cinderella" of Disney, available in ABC Museum, Madrid. Due to the lack of details about this product, it won't be included in company's products. Annex 1. Internal analysis.

PRODUCTS OF SARA NAVARRO'S BRAND

As well it explained above, company offers this brand with luxury and exclusive design products, with a fabulous presentation directed to feminine public.

Handmade creations of Sara Navarro's brand are divided in four lines being shoes the star product. Moreover, this brand produces luxury and sophisticated bags according to shoes's collection. Although the information provided from company doesn't show any image of these bags and doesn't talk about price of them.



It is important to say that this Brand has a lot of trajectory because it appears on market years before than the new firm sets up. For this reason the type of products are known in others countries and they have been famous for being the only scented shoes in the world (January 2013. Interview for “Emprendedores TV”, <https://www.youtube.com/watch?v=6opTi4osnSY>).

The three lines of products that you can see below represent the last collection of brand called *Haute Chaussures* that was introduced on January of this year. Presentation of collection (February 2015. Interview for “Flash Moda TV”, <https://www.youtube.com/watch?v=5Oo5cXWi4Xc>).

Emblematics Line (Cherry scent):

Figure nº5. Shoe Emblematics line



Source: own company

Sara Navarro's iconic designs remake into sandals, pumps and peep toes with a cherry red color palette like figure nº5. Golden colored details are implemented into the designs to give it a punch of sophistication and elegance.

Evening Line (Cherry scent), luxury shoes and bags for nights and parties:

Figure nº6: Shoe Evening line



Source: own company

Unique and dreamlike designs highlighted by the synthesis of fine jewelry, precious stones and genuine leather. These models embrace femininity, comfort and exclusivity like figure nº6.

Wedding (Orange Blossom scent), shoes and bags of design for brides:

Figure nº7: Shoe wedding line



Source: *own company*

A romantic vintage inspiration as we see in figure n°7, with a modern touch. Buttoned boots, pump shoes and peep toes, made with lace, satin, pearl leather, and a delicate scent of orange blossom on all the models.

Season Line (Cherry scent): sophisticated and trend shoes and bags with colorful seasonal:

Figure n°8: Shoe Season Line



Source: *own company*

This figure n°8 represents the line. Comfortable shoes and contemporary designs, essential for day to day of every woman.

PRODUCTS OF SARAHWORLD'S BRAND:

The brand try to create an ecologic conscience and to achieve that shoes which we wear every day can be environmentally friendly. Besides shoes, this brand offers others complements like bags and picture hats. According to available information the enterprise has a sunglasses line too, but any image has been committed and either the price of this line is known. One release that brand offers is the creation a few models of shoes for children and for men.

Finally, the designer accentuates her new icon, the *Portashoes*, a bag with you can wear a couple of shoes. However, there is not more information about it. Annex 1. Internal analysis

Some examples about the summer collection are showed below:



Figure nº 9: Picture hat collection



Source: www.sarahworld.com

Picture hats are new product of the brand; there are 3 units for sale at present. Figure nº9 is one of them.

Figure nº10 Bag's collection



Source: www.sarahworld.com

They are casual and trendy bags. Now there are 6 models for sale. Figure nº 10 is one of them.

Figure nº11 Child's collection



Source: www.sarahworld.com

There are 10 types of shoes for children like figure nº11. These models were introduced on the occasion of Mother's day.

Figure nº12 Men's collection



Source: www.sarahworld.com

There are two models of espadrilles for men like figure nº12, which were introduced on the occasion of Father's day this year. Picture shows one of two models that are available.



Figure n°13 Women's collection



Sarahworld's collection always is produced for feminine public, with wide variety of models for each season. This is the most important line and figure n°13 represents these type of products.

Source: www.sarahworld.com

Annex 1. Internal analysis

It is important to mention the Packaging in enterprise because it gives distinction and exclusiveness in both brands.

Packaging is a tool to give more value, and its evolution has been very notable in consumer goods. *(Conclusion from: "Decisions of product and brand", theme 1, Operational Marketing, 2014.)*

Figure n° 14: Packaging SARA NAVARRO's brand



Source: own company

With this packaging in figure n°14 people can recognize the brand immediately, due to the characteristic color and cherry scent.

Figure n° 15: Packaging SARAHWOLRD's brand



Source: www.sarahworld.com

Ecological packaging like figure n°15 shows, made with craft paper and recycled felt paper.

2.1.2.3.2 PRICE

Company puts the price according the value that is perceived by clients when they buy a couple of shoes.

Prices of SARANAVARRO's collection are between 600 to 3500 Euros. Emblematics line is the cheapest and shoes which have Swarovski details are the most expensive. These prices are set as a result of exclusiveness effect that shoes produces when you wear them. These shoes are produced with the best quality processes, using traditional shoe lasts to obtain ideal finished. Each piece has a lot of work and the best materials to get perfect and incomparable product. It has been found a web page which appear little number of models and prices. Annex 1. Internal analysis.

Prices of SARAHWORLD's collection are different according the type of product:

- Picture hats are priced at 59€.
- Season's bags are priced around 250€.
- Children shoes are priced at 45 to 59€.
- Two models of men's shoes are priced at 65€.
- Woman line, due to widely variety of models, prices are between 45 to 160 Euros.

Some prices are available in Annex 1. Internal analysis

2.1.2.3.3 PLACE

Ad well it has mentioned before, the enterprise hasn't got own shops, then channels of distribution are:



SARA NAVARRO: for orders is used email, then it produces the piece and when it has been finished, shoes are distributed with logistic distribution to final client.

SARAHWORLD: there are two channels: multi-brands shops like can see in the following figure nº 16 and its web page www.sarahworld.es

Figure nº 16 Retailers of SARAHWORLD's brand

MULIER C/ Alcalde Sainz de Baranda N° 30 Madrid - 28009 (Spain) 914 09 68 21 Mail: patricia@grupomulier.es FACEBOOK	TERRA DE LLUM Antonio Blanes 23 Arta - 07570, Mallorca (Spain) 971836833 FACEBOOK	CALZADOS CHARO Virgen del Rosario 9 Almoradí - 03160, Alicante (Spain) Mail: agp7@agprofesional.com 965702131 FACEBOOK	OPALO CHIC C/ Cister, 6 Málaga - 29015 (Spain) 952 21 07 53 Horario: 10:30 - 14:00, 17:30 - 21:00
MULIER C/ Hermosilla N° 43 Madrid - 28001 (Spain) Mail: patricia@grupomulier.es FACEBOOK	BOUTIQUE 21 c/Boulevard 53. Cala Dór - 07660, Mallorca (Spain) Mail: cafeterianeptuno@gmail.com 971643095	FONDO DE ARMARIO Sánchez Vera 4 Cuenca - 16002 (Spain) 969 23 01 22 Horario: 10:15 - 13:45, 17:30 - 20:30 FACEBOOK	OPALO 55 C/ Sancha de Lara, 13 Málaga - 29015 (Spain) 952 21 07 53 Horario: 10:30 - 14:00, 17:30 - 21:00 FACEBOOK
LA FIRMA C/ Hermosilla N° 22 Madrid - 28001 (Spain) 915758438	IBIZA DAS C/ Manuel Sora N° 10 Ibiza - 07800, Islas Baleares (Spain) Mail: ibizadas@hotmail.es 971 31 13 66 FACEBOOK	PURI BOUTIQUE C/ Calderería N° 52 Santiago de Compostela - 15703 (Spain) 981554624	
	BLUE IBIZA Pto Deportivo Marina. Avda. Juan Carlos I, 20 Ibiza - 07801, Islas Baleares (Spain) Mail: terradellum@hotmail.es 971596655		

Source: [www. Sarahworld.es](http://www.Sarahworld.es)

In addition, in Sarahworld's web appears that company has a space to shows collections called Sarahworld Showroom in Goya street in Madrid, where can show products and sell them.

Future projects: For the promotion of SARA NAVARRO's Brand, designer says that company is working to find luxury and exclusive shops to sell the collection. Now products of this brand can be sold putting on contact by email.

Source: February 2015. Interview for "Flash Moda TV", <https://www.youtube.com/watch?v=5Oo5cXWi4Xc..>

2.1.2.3.4 PROMOTION

Company uses off/on line promotion with some of tools of communication.

Firstly, we analyse activities realized by company to communicate with public and promote its brands and company, in general. Moreover in my opinion, Sara World uses pull strategy on situation Mix, because marketing activities go to final public.



The designer has given a lot of interviews on media to present and to explain the company, brands and new collections. Annex 1. Internal Analysis.

She uses offline media like magazines, newspapers, televisions, events and radio to promote two brand in company. It is like an advertising campaign to enhancing firm and brands.

She uses online media like social Network to promote its two brands, for this is used a couple of directions in each social web. Brands are present in principal social webs like Facebook, Instagram, Pinterest, and Twitter.

Following figures nº 17 and figure nº 18 are examples of interviews in offline media. In there the designer explains its company, artisanal history and its brands, products collections and events that Sara has assisted.

Figure nº17: Magazines



Source: own company

Figure nº 18 Newspapers



Source: *own company*

Furthermore, designer has attended a lot of events to promote the image of brand and to support responsibility corporative and social events. Figure nº 19 represents these events.

- June 2014: International awards of social responsibility's world.
- June 2014: Solidary heart: Tejerina Foundation.

Figure nº19: Events



Source: *own company*

In addition, in online blogs we can find interviews and reports about designer, brands and company. For example, interview to Business Woman's blog, the blog for workers women, executive and entrepreneurs that we can see in figure nº 20.

Figure nº20: Blogs



Source: own company

Finally, for direct communication to its target, is used following tools:

Web pages: www.saranavarro.com (now this web page doesn't use and in it can see information like email and telephone); www.saraworld.es, where we can find one part which final client can realise consultations and other part for retails, that they can fill a questionnaire and request the distribution of brand in figure nº 21.

Figure nº 21 retailers contact

Source: www.saraworld.com

Email: info@saranavarro.com

Telephone: 914358945

In conclusion I can say that communication from company in social media is great for the brand and firm to promote its products and new collections. Despite of these,



communication could be better using new technologies and channels to communication with it public to give potential to firm.

2.1.2.4 FINANCIAL RESOURCES

As for financial resources available in the company that have been analysed reflects a lack of information provided by company and in some cases, the lack of transparency that company gives about it. In table nº1 and figure nº22 that can get by SABI and Einforma.

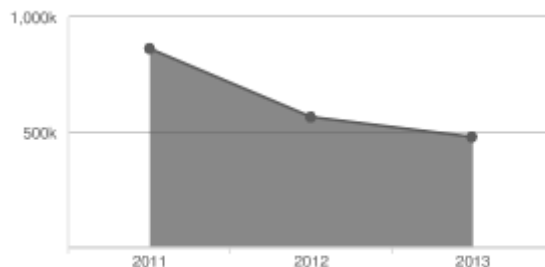
Table nº1: Financial resources.

TOTAL ASSET	276.939 €
OPERATING REVENUES	477.676 €
SHARE CAPITAL IN 2000	4.000 €

Source: SABI, year 2013 (Last data collected)

Here we can appreciate that company has got an important data about operating revenues, it is important to can realise more activities in company to innovate.

Figure nº 22 Evolution of sales



Source: www.einforma.com, 2013

In this figure we can see the decrease of sales during last years, probably company need more attractive activities and effort to give impact in market and then sales can rise. In my opinion company should uses the good data in operated revenues as we can see in table nº1, and in this way change the worst evolution of sales.

It is remarkable to say that the last data collected by Company is in 2013, two years ago. During two years, can be happen a lot of things and changes.

2.1.2.5 RESEARCH, DEVELOPMENT AND INNOVATION

Persevering and supporting crafts manufacturing, the brand applies innovation techniques in all its products by using the finest quality materials, and by adjusting to the changes in the environment and to the new trends. Quality on materials it is



important to create a finish product with big value. One recent innovation in its products have been the scent in materials to get a scented shoe.

2.1.2.6 CORPORATE SOCIAL RESPONSIBILITY

Sarahworld means design, tradition, ecology and innovation in a spirit of solidarity. The company is presented in this sense, and we have no doubt about its social responsibility since the company is strongly committed to the respect and care for the environment. The designer's SARAHWORLD brand is an eco-brand in which every single product is made in emission-free manufacturing processes and with natural materials such as Spanish leather, silk, linen, cotton, jute, tanned by using environmentally friendly and non-polluting techniques.

“With artisanal shoes, processes are more natural and respect with environment”
February 2015. Interview for “Marca España” in RNE.

It is possible to see some pieces of shoes in Annex 1. Internal analysis.

Besides, the designer Sara Navarro herself keeps this responsibility in mind by cooperating with various NGO, as well as by participating in the protection of the manufacturing industry and its products. In point before, communication, have been possible to see the events and collaborations with NGO.

Source: February 2015. Interview for “Marca España” in RNE,
<https://www.youtube.com/watch?v=B8zrwoao0Rg>.

2.2 EXTERNAL ANALYSIS

2.2.1. PESTEL ANALYSIS

2.2.1.1 POLITICAL FACTORS

- In the footwear sector there exist different organisms which pay attention to this sector and which introduce corrective actions so that it can improve and develop. Some of them are the following:
 - FICE. (*Spanish Footwear Industries Federation*). FICE shows economic results, publishes fairs about footwear.
 - INESCOP. (*Technology Footwear and Related Institute*), offers services to



footwear business on technology aspects

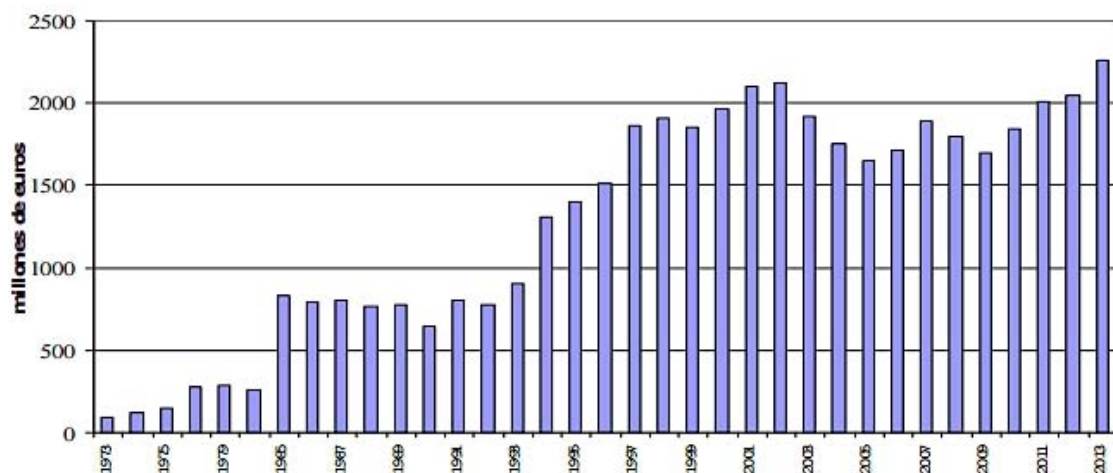
- AEC. (*Spanish Footwear Components Enterprises Association*) preserves and defends footwear sector.
- Avecal (*Valencian Footwear Entrepreneur Association*), gives more assistant and services to footwear's company.

- International trade, strong increase: figure nº 23 shows this reason.

Source: Imanol. M, Marketing Director of FICE (2014). "El sector del calzado. Nuevo escenario internacional" ("Footwear sector. New international Scene") page. 12.

In this figure nº23 we can see the tendency to grow exports in Spain on footwear sector, lasts years have experienced a big rise and in future the perspective to follow increasing. It's a sector of consumer good with the highest rate of export propensity of Spanish economy.

Figure nº 23 Evolution of Spanish exports



Source: FICE, 2014

REPERCUSSIONS

After all is mentioned, SARA NAVARRO can be help by some of these organisations to development in market, with great resources. In spite of increase Spanish exports, company aren't present in foreign countries that could be great to export its products. Company should take with its evolution and have more notoriety in external market.



2.2.1.2 ECONOMIC FACTORS

- The current unemployment rate which still presents a significant number, concretely 23.78% according to the last study carried out and published in the web of the National Institute of Statistics, where it is reflected the aforementioned datum corresponding to the first semester of the year available in the bibliography. Annex 2 External analysis.
- Consolidation of new industrial powers (emerging countries) which are becoming new destinations of commercialisation, according to the report *“Escenarios futuros para la industria del calzado a medio y largo plazo”* (*“Future scenes for footwear industry at medium and long term”*), OPTI (*Industrial Technology Foresight Observatory*), p. 30.
- The growth of exports in the sector, which help to improve the deficit and the companies to be more competitive. Moreover, the footwear sector is very important for the economy in the Valencian Community as it is an industry which provides many benefits, and it is also important for the country's overall economy. This conclusion is supported by two sources. The article *“El zapato made in Spain, récord en exportaciones en 2013”* published in March of last year in *el noticiero online: www.libremercado.com* which is available in the annex 2 External analysis. Imanol. M, *Marketing Director of FICE* (2014). *“El sector del calzado. Nuevo escenario internacional”* (*“Footwear sector. New international Scene”*) point 2.2 Exportation.

REPERCUSIONS

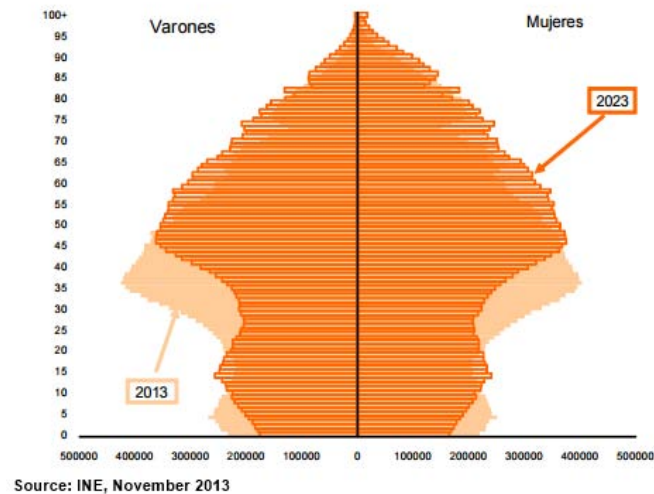
After all is mentioned, we can say that unemployment affects to firm because there are many people prepared to get a job. Emerge countries could be a great opportunity for company because they are a potential market and company should try to get to be present in some of them.

2.2.1.3 SOCIO-CULTURAL FACTORS

-Every time population are higher with few nativity and mortality. Figure nº24 is a population pyramid of Spain that describes this effect, on the strong orange part shows a prevision in future, year 2023. So we can see that this effect will increase. This figure has been obtained in the report realized by INE available on the following link:

<http://www.ine.es/prensa/np813.pdf>

Figure nº 24: Population pyramid of Spain.



- Spanish shoes are pursued by actresses and celebrities all over the world. In fact, in the last Oscar edition actresses bet on them. We can conclude that made in Spain is the footwear industry which has a special value that makes that many manufacturers choose our country to produce.

Sources:

New by EL MUNDO newspaper, published on the 24th of February of this year. Annex.

2 External analysis

(<http://www.elmundo.es/mundodinero/2008/02/28/economia/1204221802.html>).

Report, Imanol. M, Marketing Director of FICE (2014). "El sector del calzado. Nuevo escenario internacional" ("Footwear sector. New international Scene") pages 4 and 5.

- Population ageing can involve that trends in footwear consumption change and adapt to new publics like sectors of elder people. This conclusion is supported by the report "*Escenarios futuros para la industria del calzado a medio y largo plazo*" ("*Future scenes for footwear industry at medium and long term*"), OPTI (Industrial Technology Foresight Observatory), p. 23.

- In the last years, there has taken place a special growth in ecological awareness and the importance of respecting the environment. This conclusion is supported by the report to the report "*Escenarios futuros para la industria del calzado a medio y largo plazo*" ("*Future scenes for footwear industry at medium and long term*"), OPTI (Industrial Technology Foresight Observatory), p.12. In addition, as the director of BioCultura fair, Ángeles Parra, states: "*Consumption of ecological products in Spain*



has been rising in the last two years and “many people” are joining a sector which has an “extremely important” growth potential.

REPERCUSIONS

After all is mentioned, the fame of Spanish footwear and the rise of ecological behaviour are great facts to affect directly to company. Moreover with new trends and sectors like elderly people company can adapt to this sectors in future to get advantages.

2.2.1.4 TECHNOLOGICAL FACTORS:

- The careful manufacturing and quality that craftworkers achieve in the factory. Making a product in Spain enables them to have control of production and quality that would be inviable in other areas.

Source: *New published in El País: “Nadie fabrica mejor calzado que los españoles” (Nobody made footwear like Spanish artisans), 28 November, 2013.*

Annex 2 external analysis.

- New technologies and sales channels. National and international online sales are increasing by the increase number of people that uses them.

Sources: *“Escenarios futuros para la industria del calzado a medio y largo plazo” (“Future scenes for footwear industry at medium and long term”), OPTI (Industrial Technology Foresight Observatory), page. 26.*

- Support plans to the textile and clothing sector aimed at promoting R+D+I and modernisation. For example Avelal platform has wished to help and support to the sector as regards innovation:

- Upgrading of the establishments.
 - Information technology for the implementation of information, management and communication system.
 - Support to the creation of gateway websites.
- It is important to highlight the aids provided by the *instituto valenciano de competitividad empresarial (IVACE) (Business Competitiveness Valencian Institute)* for the concession of financial instruments for R+D projects for SMEs. The most recent



one being applied last year, 2014, with the aim of facilitating the access to funding SMS in the Valencian Community in order to carry out R+D projects.

Source:

http://www.ivace.es/index.php?option=com_content&task=blogcategory&id=137&Itemid=289

REPERCUSIONS

After all is mentioned, company should following bet in made in Spain and catch profit from more channels to sell that in the moment doesn't use.

2.2.1.5 ECOLOGICAL FACTORS

- Law 26/2007, of 23rd October, of Environmental Liability. Objectives:

Reinforce prevention mechanisms to avoid accidents with harmful consequences for the environment

Ensure the environmental damage remediation from economic activities even when they are in full compliance with the law and have taken all the available preventive measures

- Fulfilment of the investment defined by a legal document of environmental audit linked to the European project LIFE+Green Commerce supported by Conselleria.
<http://www.lifegreentic.eu>.

- Increase the number of ambiental factors that have repercussions in industrial activities. "*Escenarios futuros para la industria del calzado a medio y largo plazo*" ("*Future scenes for footwear industry at medium and long term*"), OPTI (Industrial Technology Foresight Observatory), page. 27).

- Each there are more companies adhered to EMAS (Eco-Management and Audit Scheme). It is a voluntary regulation of the European Union which acknowledges those companies and organisations who have a material commitment with the environment.

REPERCUSIONS

After all is mentioned, with climate change and strict controls to produce, company is affected by the ecological norms and company has adapted very good at these introducing ecological brand.



2.2.1.6 LEGAL FACTORS

Some of laws are mentioned before. Here it is notable:

- Laws on unfair competition to pretend the good behaviour of companies.
- Law for entrepreneurs that affects all companies no matter their length. A new aspect about the Law from a commercial legal point of view is that the entrepreneur or businessman figure of limited liability acknowledges the possibility for a debtor not to respond with his/her current housing provided it fulfils certain requirements, for example that the housing does not have a value more than 300.000 euros.

2.2.2 PORTER'S FIVE FORCES MODEL

2.2.2.1 STRENGTH OF THE CURRENT RIVALRY

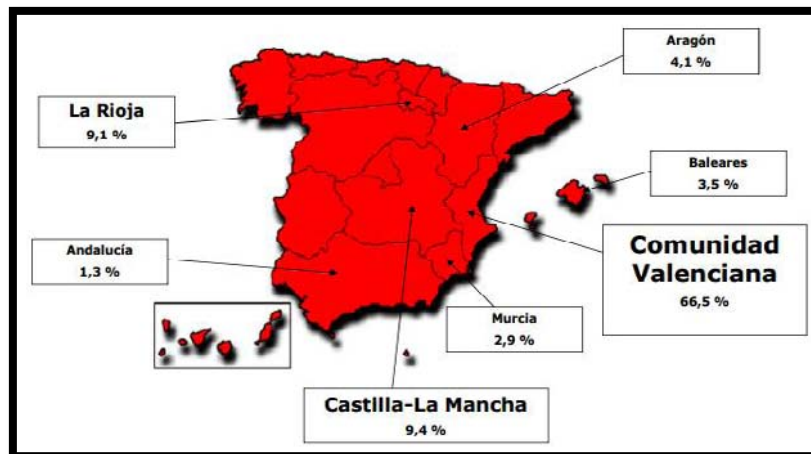
Nowadays, footwear market is really wide including a great number of enterprises. Alicante is the footwear land par excellence, and many brands bet on their workshops to produce their shoes as we can see in the image below. It is a footwear industrial area that is growing year after year, this means that the intensity of competition increases considerably at the same time that the attractiveness of the industry decreases. As a consequence, brands are forced to look for other ways of making themselves different.

According to the fair's BioCultura director, Ángeles Parra: *"Consumption of ecological products in Spain has grown during the last years and "many people" are joining a sector which presents an "extremely important" growth potential"*. This makes us think that each time there are more enterprises which are also developing ecological products.

It is interesting see in the following image provided by FICE, in the report: *Imanol. M, Marketing Director of FICE (2014). "El sector del calzado. Nuevo escenario internacional"* (*"Footwear sector. New international Scene"*).

Figure nº25 represents the number of footwear firms in Spain during year 2013. The major part of production is in Valencian Community.

Figure nº 25: Footwear production by region



Source: FICE, 2013

2.2.2.2 POTENTIAL COMPETITORS

The best important aspect when we analyse competence is to examine what competitors are producing and selling similar products than us. First we should consider that company have two different brands with distinct types of products.

It could distinguish **competitors in product form** like MAGRIT or PATRICIA ROSALES for SARA NAVARRO's brand, and MARTIN NATUR or NATURAL STEP for SARAHWORLD. These companies are very similar than Sara world's brands and their activities are practically the same.

Some examples of firms that could belong to a strategic group are LODI, Natural World or PURA LÓPEZ among others. These do similar activities that company with strategies and to adapt to changing context, although their products aren't as similar as Sara World and due to this we can classify these businesses **in category product**.

After explained above, let's see with more details some of companies that I have mentioned above:



She is a business woman who set up her own brand which offers luxury and exclusive products designed by her and produced in Elda (Spain).

Her shoes are like works of art combining such thrilling materials as blue sapphires, black diamonds, cultured pearls, emu feathers, python, eel skin, zebra, and mink with



satin, suede, calfskin, patent leather and raw silk. Moreover her characteristic hallmark is a small pearl in curved zone of heel.

Her products have luxury character as we can see in figure nº26, in fact famous like Naomi Campbell or Madonna have worn a couple of these shoes. Patricia meets her clients in person and in this way she can know better what her clients desire, after she studies their feet and produces shoe trees perfectly adaptable to each client.

Her creations have a minimum cost of 1,500 euros and this price can increase depending of materials which are chosen. *“The most expensive shoes that I have made cost 80,000€, they have gold, diamonds, sapphires and emeralds.”* she says.

Some examples of her shoes are:

Figure nº26 PATRICIA ROSALES Products



Sources:

www.patriciarosales.com

<http://www.vogue.es/vogue-tv/moda/videos/patricia-rosales/621>

- PATRICIA ROSALES regarding SARA NAVARRO:

Clearly competence of company with sophisticated shoes. Patricia Rosales believes in artisanal confection and made in Spain. Moreover this brand offers wedding shoes, so she competes to Sara Navarro's brand in all of lines.

MAGRIT

Magrit is a Spanish brand with a longstanding tradition in women's shoemaking. Since 1929, Magrit's shoes are enjoyed by women in 5 continents. Magrit's quality footstep can be found in the main cities throughout the world.



Magrit is present in many countries thanks to prestigious distributors, shoe shops and boutiques located in the most important cities. Furthermore they have web site where sell products.

Magrit is another firm that supports the made in Spain, in fact their shoes are made in Elda too. The brand offers trend models from 250 euros, with night, wedding and season shoes. Examples in figure nº27:

Figure nº27: MAGRIT products



Source: www.magrit.es

- MAGRIT regarding SARA NAVARRO:

This Company have a lot of experience in this sector, 90 year working in footwear. It offers similar lines than Sara Navarro's brand with the made in Spain. The way of distribution this type of shoes make it different of the rest. For these reasons we can say that it is another competitor for Sara Navarro.



It was the first company in Spain to produce and sell ecological footwear. From Elche, it produces women and men footwear totally natural, and it shares out around Europe by its shop online. This brand controls and supervises all of production's steps, from start to final sales.



Martin Natur has become in one of the most demanded brands in BioCultura. The company says:

"What sets Martin Natur other similar projects is the expertise and know-how that gives us one of the first companies in this sector."

"We are a strong brand presence in Germany and Spain. We have combined the best of both countries: the quality of the German fur and manufacturing tradition in the footwear industry of Elche in the Spanish Mediterranean, in which we hold 100% of our production. "

In 2012 Martin Natur was the first European brand of shoes that gets ECARF quality seal.

Prices of its footwear products ranging from 59 € as could be these of the figure nº 28: more basic and simple sandal:

Figure nº28 MARTIN NATUR products



Shoes with higher prices would be around 120-220. Some examples are in figure nº 29:

Figure nº29: MARTIN NATUR products



Source: www.martinnatur.es



- MARTIN NATUR regarding SARAHWORLD:

This company has a lot of experience in ecological footwear sector which gives it more advantages. Prices are similar between two companies, characteristics of products and materials are comparable.



With 50 years of experience in the sector, the ecological company has worked very hard to be what it is at the moment. Its owner says:

“With the backing of extremely broad, expert knowledge of footwear and the appropriate infrastructure and machinery for its manufacture, along with the fresh blood of new generations who want to take natural steps... individuals who, when they dream, are constantly creating and constructing. “

“We know all about quality and the perfect balance between tradition and modernity”

The company produces all of its products for men, women and children in Elche. With four lines: classic, comfort, chic and one space of news. In Natural Step believes on easy, trendy, comfortable and natural product.

Prices in web don't appear but can suppose that prices would be from 50 to 250 euros because better quality of materials. Natural Step hasn't online shop, but you can enter in its web and see products. Some of them are in figure nº30:

Figure nº 30: NATURAL STEP products



Source: www.naturalstep.es

- NATURAL STEP regarding SARAHWORLD:



They are two similar brands which believe in made in Spain to achieve the best quality and have an ecological view in their products. Products have natural materials but final product have some differences between both brands, being Sarahworld's brand more trendy and actual on collections in my opinion.

LODI



Lodi was founded in 1978 and nowadays this brand is international with presence in more than 30 countries and customers on three continents. Company says:

"We are still working with the same enthusiasm and commitment with which we started out in 1978, but now with almost 50 years of experience creating shoes and adoring the women who wear them."

It's been a long time since the brand committed to ensuring that all shoes are of the highest quality, that's why all Lodi collections are made entirely in Spain. The firm respects its origins and strives to uphold traditions, take painstaking care with every pair of shoes that we produce.

Between all of products that offers, it's remarkable its wedding collection, night/party collection and urban season collection. Can see some of products in table nº2:

Table nº 2 LODI PRODUCTS

COLECCTION	IMAGE	PRICE
Wedding collection:		Prices from 89€ to 155€.
Party/night collection:		Prices from 99€ to 159€.



Urban and season collection:



Lots of variety models with prices between 99€ to 179€.

Source: www.lodi.com

- LODI regarding SARA NAVARRO and SARAHWORLD:

LODI is a competitor company of both brands due to cover the same need offering similar products for women, with Spanish production and with its lines. Although some differences between brands are: LODI offers a wide variety of footwear with lower prices and its products aren't luxury products like Sara Navarro. Furthermore products aren't purely ecological.

PURA LÓPEZ

Pura López Segarra, Spanish footwear designer is an important person who has worked for monarchy and for Spanish cinema with her creations. Her philosophy is:

"A shoe is an essential accessory in woman's wardrobe."

Her particular characteristic is pastel colour, besides others colours. Her two lines, season and wedding products are made in eight manufactures in Elda, Spain. The average retail price of products is from 150 to 350 euros. Some examples are in figure nº 31:

Figure nº31: Pura Lopez products



Source: www.puralopez.es

- PURA LOPEZ regarding SARA NAVARRO and SARAHWORLD:

This brand is competitor to both of brands too, because her designers are more similar than Sara Navarro and Sarahworld's collections. Image on the right shows a shoe with natural material comparable to ecological brand in Sara World, and others images shows the collections comparable to Sara Navarro's brand. Despite off these, Pura Lopez doesn't offers an accurate image of exclusive and luxury.

2.2.2.3 SUBSTITUTE PRODUCTS

Besides all the brands exposed previously, if we talk about substitute products as such, we can say that due to online sales and the huge number of footwear retail companies, it is practically impossible not to find substitute products. These can satisfy the same requirement that company's product. For this reason many brands like MARYPAZ, CLARKS, HISPANITAS, XTI, MERKAL CALZADO... are classified in **category of generic competence**.

Nowadays, it is within everyone's reach finding shoes with apparently similar features, with fast delivery and lower prices than the company. For instance, the great amount of companies which sell footwear products online and which have lines of elegant evening and more casual shoes at a good price. On the other side, other substitute products could be small businesses which offer completely tailor-made products, that is, exclusive shoes for each costumer.

2.2.2.4 SUPPLIERS' NEGOTIATING POWER

First of all, we could talk about a high suppliers' negotiating power due to the great amount of footwear industries in Spain that need them to create their collections. In addition, the materials used to make high-quality products are highly sought after and pursued in order to achieve that distinction. In its particular case, Sara's eco brand needs natural and environmentally respectful materials.



2.2.2.5 CUSTOMERS' NEGOTIATING POWER

The company addresses both end customers and distributors. This is due to the fact that its products are sold through the webpage, by mail order sale as well as in the so called multi-brand stores. The products of the company are clearly differentiated so that customers are the ones who are interested in acquiring them. Attributes such as the value they provide and their quality are those perceived features that make that customers opt for any of the brands. When choosing SARA NAVARRO, customers are looking for elegance and sophistication. For its part, when choosing SARAHWORLD they are looking for casual environmentally-friendly design.

According to that, we could say that customers do not have high negotiating power since the brand offers differentiated value and attributes. However, if we focus on the enormous amount of footwear companies which bet on made in Spain in order to offer quality and tradition, in this sense, it is worth saying that customers would have higher negotiating power.

2.3 ANALYSIS OF MARKET AND DEMAND

2.3.1 CURRENT SPANISH FOOTWEAR MARKET

To start with this section, it is important to have a global view of the footwear sector in Spain since it is conceived as one of the most relevant sectors for the Spanish economy.

Following a study carried out by Imanol Martínez, Marketing Director in the Federación de Industrias del Calzado Español (FICE) (*Spanish Footwear Industries Federation*) which was published last July, 2014, we can highlight some ideas covered on it:

- Currently, Spain is the second footwear producing and exporting country in the European Union and the tenth worldwide. Besides, it is among the leading producers of designer and high-quality footwear. One out of four of the shoes made in Europe is Spanish.
- Nowadays, Spanish shoes are present in a 70% of countries in the world, and Spanish brands have managed to be a referent in design and quality among leading international markets by being present in the main window displays worldwide, from Milan to London, as well as in the fashion centre of New York, Paris or Tokyo.



- This explains why this sector has been able to overcome reasonably well the worst period of the crisis. Even better than other Spanish sectors thanks to exportation.
- As an interesting datum, financial results for year 2013 show that the strategies followed by the companies (innovation, brand, cooperation, environment, distribution, market diversification, etc.) are right, enabling to face the crisis with greater creditworthiness.
- For further detail, the following table nº 3 explains exportations in the year 2014 by CC. AA. As can be seen, Valencian Community is the community which exports the most. For this reason, we can say that the footwear sector is extremely important for the economy in the community as well as for the country in general.

Also, by this report, it is remarkable following tables and images about exports. The mos important is exports in Valencian Community. This tables shows the principals buyers of Spain footwear and exports by type of product too.

Table nº 3: Exports of the footwear sector

	Enero-marzo		
	2014	14/13	2014
	€	%	% s/ total
Comunidad Valenciana	385.915.541,1	18,67%	52,58%
Galicia	70.023.027,6	-2,49%	9,54%
La Rioja	66.417.113,9	2,50%	9,05%
Cataluña	58.956.625,9	-5,61%	8,03%
Castilla-La Mancha	42.911.734,6	24,57%	5,85%
Islas Baleares	32.917.838,5	-18,77%	4,49%
Región de Murcia	28.707.820,8	3,93%	3,91%
Comunidad de Madrid	19.808.658,3	58,62%	2,70%
Aragón	12.031.806,2	-18,00%	1,64%
Andalucía	7.878.403,0	13,79%	1,07%
Resto	8.382.917,1	-23,31%	1,14%
TOTAL....	733.951.487,0	9,24%	100,00%

Source: FICE, 2014

In table nº 4 we can see the evolution of exports by type of product. Women's footwear has the major data of exports 43.58%, and men's footwear has the second major data, 14.27%.

Table nº4: Exports by type of product

	ENERO / MARZO (ACUMULADO)			Variación %			2014	
	Pares	€	Precio medio €	Volumen %	Valor %	Precio medio %	% sobre total	
							exportaciones	
							volumen	valor
Piel:								
Mujer	9.865.588	319.862.858	32,42	15,22%	16,09%	0,75%	23,35%	43,58%
Hombre	3.574.366	104.762.352	29,31	8,42%	-0,76%	-8,47%	8,46%	14,27%
Niño	2.938.448	51.094.919	17,39	14,24%	4,81%	-8,25%	6,96%	6,96%
Subtotal piel	16.378.402	475.720.129	29,05	13,49%	10,67%	-2,49%	38,77%	64,82%
No piel:								
Caucho o Plástico	12.910.723	93.872.790	7,27	15,88%	7,97%	-6,83%	30,56%	12,79%
Textil	10.022.618	117.544.648	11,73	-5,49%	1,65%	7,55%	23,73%	16,02%
Piso de Madera	827.448	10.688.809	12,92	10,76%	-13,52%	-21,93%	1,96%	1,46%
Otros Calzados	2.103.135	36.125.111	17,18	36,60%	33,38%	-2,36%	4,98%	4,92%
Subtotal no piel	25.863.924	258.231.358	9,98	7,62%	6,70%	-0,86%	61,23%	35,18%
TOTAL CALZADO	42.242.326	733.951.487	17,37	9,82%	9,24%	-0,53%	100,00%	100,00%

Source: FICE, 2014

In figure nº32 we can see the principal continents buyers of Spanish footwear. The major is Europe and America.

Figure nº32 Buyers of Spanish footwear



Source: FICE

In conclusion, it suggests that our companies are demonstrating their ability to follow appropriate in an increasingly competitive environment strategies. That is, our country is on the cutting edge of footwear.



2.3.2 RELEVANT MARKET OF THE COMPANY

The market in which the company moves is what we call market. In the same are our main buyers and needs to be covered. Buyers, there are two types:

1. Private and end customers. It refers to the ones who want to satisfy the same generic need. That is to say, all the customers who want to acquire high-quality shoes, with an innovative design, and produced in Spain as general features.

Under the two SARA WORLD's brands, it is expected to reach different types of consumers since they offer high-quality designs for different occasions, at the same time that we identify two different types of target of the brand:

- SARA NAVARRO's Target :

They look for exclusive and pure luxury shoes, with extremely fine materials including high jewellery. Specifically, they are for women of average-elderly age (35-75 years old) who have a sufficient purchasing power to buy brand's products, that is, upper middle class. As well as women from society who have important event, and who admire high-fashion and luxury. A good representative image could be the following figure nº 33:

Figure nº33 SARA NAVARRO's target



Source:

<https://www.facebook.com/saranavarroshoes/photos/pb.42463559278.-2207520000.1435243437./10152914954154279/?type=3&theater>

- SARAHWORLD's Target:

They look for seasonal and more urban shoes, besides worrying about the environment and opting for ecological products. In short, it refers to women of average-elderly age (in this line we can include from 30 to 75 years old). The social class would be women of middle or upper middle class. Also mothers, as some products are made for children and men. As well as the sector called green consumer, which refers to those consumers who are clearly ecologically conscious and that can be seen in a wider way



in the report published in September, 2014 by the research company GFK under the supervision of Tomás Camarero Arribas, a marketing professional.

Annex 2, external analysis.

To finish, the figure nº34 could reflect the type of woman-consumer of the brand:

Figure nº 34 SARAHWORLD's target



Source: www.sarahworld.com

Although it is true that the company offers other products such as bags or pamela hats, among others, consumers who opt for both brands firstly want to acquire shoes, which are their leading product.

2. Companies, special boutiques, retailers.
 - SARA NAVARRO's Target

Luxury boutiques with exclusivity to offer products according to collections of the brand. If this brand decides to have retailers to sell all of products one example of this type of shops could be Cherry Heels in Barcelona, a luxury shop in Barcelona as we can see in Figure nº35:

Figure nº 35 possible shop for SARA NAVARRO's products.



Source: <https://www.facebook.com/photo.php?fbid=434225840044798&set=a.143617379105647.30256.100003721579445&type=1&theater>



- SARAHWORLD's Target:

In this case are retails very similar than actuals that can see in the illustration nº14 and could be special shops in ecologic footwear.

Needs or functions:

We have to keep in mind what the product satisfies, and what attributes can be perceived as important selection criteria by the consumer.

- For consumers, the basic function and need it satisfies is wearing shoes.

Added attributes that the consumer can perceive if we look at SARA NAVARRO's brand are: its current design, the cherry colour in the sole of the shoes of all its models and in the packaging. As well as its soles perfumed with cherry essence.

Added attributes that can be perceived in SARAHWORLD's brand are: its design adapted to new trends, the feeling of contributing to respect the environment without leaving quality and craftwork aside.

- For the companies, the basic function or need is to show luxury and sophistication in their stores if we talk about SARA NAVARRO's brand, and to offer innovation and ecological behaviour if we talk about SARAHWORLD.



3. DIAGNOSIS OF THE SITUATION (SWOT ANALYSIS)

INTERNAL ANALYSIS

STRENGTH:

- Advantages of Spain production:

This means the traditional and artisanal Spanish production that increase quality of all products. Making products made in Spain means to give them a quality and unique features which are valued and understood by customers who also know that they are superior compared with the rest of the world. Furthermore, having qualified workers specialised in footwear for years involves the thorough dedication in each piece.

- Exclusive packaging of Sara Navarro's brand.

A clear distinction of the company is its care in every detail. The exclusive footwear brand SARA NAVARRO pays an outstanding attention to the packaging of its products, offering an exclusiveness that distinguishes it from the rest. Furthermore, products have a scent which gives them more distinction than the rest.

- Adequate special distribution of multi-brand shops for SARAHWORLD.

Sarahworld's brand is present in the most important cities of country, this fact is an advantage because with more shops the brand can get and arrive to more public. Furthermore, with this distribution brand could be more recognize by people. Principal shops in country can be seen in Figure nº 16, retailers of Sarahworld's brand on page 16.

- Environmentally friendly products.

It is important to note that not all the companies have an ecologic footwear brand, made in Spain and updated to the new fashion trends. Taking care of the environment offers distinction in the products obtained. Furthermore it is an important factor due to the increase of ecological products as we can know in PESTEL analysis, with personalities that agree with this idea (one example is the Biocultura Director Ángeles Parra or the OPTI report).

WEAKNESS:

- Deficient communication by web page of Sara Navarro's brand:



Due to low or intermittent availability of Sara Navarro's brand web page. The brand's webpage is not available whenever a customer may need it, and this causes that the products and their characteristics cannot be constantly displayed. We also have to highlight that there is little transparency in some aspects due to the little amount of information provided about the functioning of the company and about the products and prices available for customers. According to the analysis carried out, in order to be able to see the prices and buy products of the brand, we must contact the company by email.

- Low or inexistent advertising of the brand SARAHWORLD.

There are groups of people who still do not recognise the brand SARAHWORLD.

The major part of publicity in the Company is done to SARA NAVARRO's products. Not use specific publicity to promote ecological brand.

When we talk about Sara Navarro, there are many people who may recognise it or who have heard about their footwear. However, the brand SARAHWORLD is not so well-known, and sometimes it is even not linked with the first one since its products are quite different from those of the former company and Sara Navarro's brand.

- Low usage of sales channels in order to commercialise the brand SARA NAVARRO.

Sara Navarro is currently commercialising by email or phone. Customers contact the company and the order is made. With that, we can see a low or inexistent use of the existent communication channels nowadays, and also that important channels which could approach it to end customers are being left aside.

EXTERNAL ANALYSIS

OPORTUNITIES

- Strong demand of Spanish footwear products abroad:

After the PESTEL analysis carried out we have observed that this type of product is in demand abroad because of its characteristics. Both brands are not present abroad yet, so taking into account the export-oriented nature of this type of products according to data collected about the growth of external trade thanks to footwear which belongs to the report carried out and published in 2014 by Imanol Martínez (Marketing Director of the FICE): "Footwear sector. New international scenery". There is also a need to highlight that made in Spain is something that provides many advantages towards external growth, Spanish footwear is famous and pursued by many groups of people as it provides quality values, good taste and craftwork. (Continuing with the made in Spain pride is something which offers many advantages towards an external growth. Spanish



footwear is famous and pursued by many groups of people as it provides values such as quality, good taste and craftwork.)

- New sources of communication to make it known in a deeper way abroad.

Nowadays, there are many tools that achieve that company's gain fame at a national and international level. Platforms like YouTube, references from bloggers or personalities linked to fashion are perfect to promote brand recognition. (Taking advantage of the new sources of communication in order to be deeply known abroad. Although it is true that they do business with a few countries, they are not extremely popular abroad, above all Sarahworld's brand).

- Emergence of new markets

Establishment of new potential industries (emergent countries) they become in new destinations which can be great to establish the company, get more notoriety and market share. These countries can become in the great locations to sell. These conclusions have realized from the report *"Escenarios futuros para la industria del calzado a medio y largo plazo"* (*"Future scenes for footwear industry at medium and long term"*), OPTI (*Industrial Technology Foresight Observatory*), p 30).

- Gradual raising of the Spanish economy after the crisis.

Nowadays, the Spanish society is undertaking a gradual recovery from the serious economic crisis that is implying a boost on consumerism that shows in the rise of exports number.

- Aids from the Spanish footwear industry.

As can be seen in the external analysis developed previously, there are several platforms that help and provide services to Spanish footwear SMEs.

- Cultural growth about the importance of being ecologically friendly and respecting the natural environment.

In the present days, increasingly more companies and costumers wish to make and produce these types of goods, clearly showing environmental awareness, but without leaving current trends aside. Then, it is obvious that big things can be done with recycled and natural materials by respecting the environment. During the last years, there has taken place a special growth of ecological awareness and the importance of being respectful with the environment. (This conclusion is obtained thanks to the report *"Future sceneries for footwear industry at medium and long term"*, OPTI, p.12). It is also important to highlight some of the headlines taken from the report "EVOLUTION



OF THE CHARACTERISATION OF THE TYPOLOGY AND SOCIODEMOGRAPHICAL PROFILE OF CONSUMERS OF ECOLOGICAL FOOD IN SPAIN”, published in September, 2014 and carried out by the research company GFK under the supervision of Tomás Camarero Arribas, a marketing professional specialised in ecological marketing. Although this report is about food products, the type of profile of ecological buyers as well as the growth of this type of products could be related to other ecological products like footwear and for this reason it has been worth mentioning it. In the report conclusions such as the substantial growth of consumers who decide to buy ecological products are highlighted. Annex 2, external Analysis.

- Appearance and growth of a new sector, elderly people:

After external analysis realized on PESTEL we can conclude that this idea is a great opportunity. In figure nº 24, Population pyramid of Spain (page24), shows that in future this sector will increase.

Furthermore, ageing of the population that can make that trends in footwear consumption change and adapt to new publics like the sector of elderly people. In future, the perspective is that higher people become in the major number of population. This conclusion is supported by the report *“Future sceneries for footwear industry at medium and long term”, OPTI, p.23.*

THREATS

- The strong recession from the past years that has affected the consumerism.

Another component that has reduced consumerism in the past years has been the economic crisis. This has directly affected the companies that have been forced, on some occasions, to reduce their staff.

- The strong competition within the sector.

As we have seen in the previous section, the footwear sector in Elda is extremely relevant, and it counts with an enormous number of companies located there where they entirely produce their footwear products. The attractiveness of know-how in the workshops of Elda causes that many competitors decide to go there to produce, or even to open new workshops in the town and with this have the certificate of Made in Spain.

- The considerably increasing number of companies which produce ecologic goods.



According to information gathered in the blog www.gestiopolis.com/marketing-ecologico, we can say that due to the climatic change that is currently happening, each time more companies start to take measures against the release of residuals or even tend to become completely ecological companies. This conclusion is also supported by the director of the fair Biocultura as has been exposed above. All this, could cause, in turn, an increased competition and that the market is less differentiated.

- The appearance of fake luxury products.

For the brand SARA NAVARRO this is a clear threat since, nowadays, many fake products with apparently similar features are made and sold to lower prices.

3.1 CONCLUSIONS DRAWN

In this section, we draw the conclusion obtained in the external and internal analysis of the situation, as well as in the SWOT analysis carried out. With this, we will be able to determine in a more precise way the goals to achieve for the company.

First of all, we will draw the following conclusions of the internal analysis carried out in point 2.1. Internal analysis:

- In my opinion, it is a company which should continue growing at an organisational level, and should count with a larger number of staff that could carry out and introduce improvements, for instance in the communicative field.
- It offers too little transparency regarding the availability of physical resources, since it has not been possible to prove that the company possesses its own workshop. Besides, in order to commercialise, SARA NAVARRO's brand does not possess any physical store. Moreover, the information available related to economical resources is not current (last data date back from 2013).
- Regarding products, we know that the company offers two brands clearly differentiated with different products. However, I think that SARA NAVARRO's brand would need a change or a new line which allowed it to reach more market sectors.
- If we talk about distribution, SARAHWORLD uses various distribution channels: it has physical points of sale and the online shop, so it has a better way to reach customers. Nevertheless, SARA NAVARRO does not have any physical



distribution channel nor an online shop. Consequently, it can only reach its end customers by means of email, what makes it less accessible.

- Communication could also be improved since currently there are more channels and means of communication other than the traditional ones such as radio or television. From my point of view, I believe that it carries out communication activities which are not really good because it does not end up obtaining the expected results. That is to say, there still exist people who do not know the company or the products. A good impact is needed to achieve fame not only at a national level but also at an international one.
- Finally, in financial resources it has been observed a decreasing in the sales that could be caused by the aforementioned factors regarding communication, commercialisation, etc.

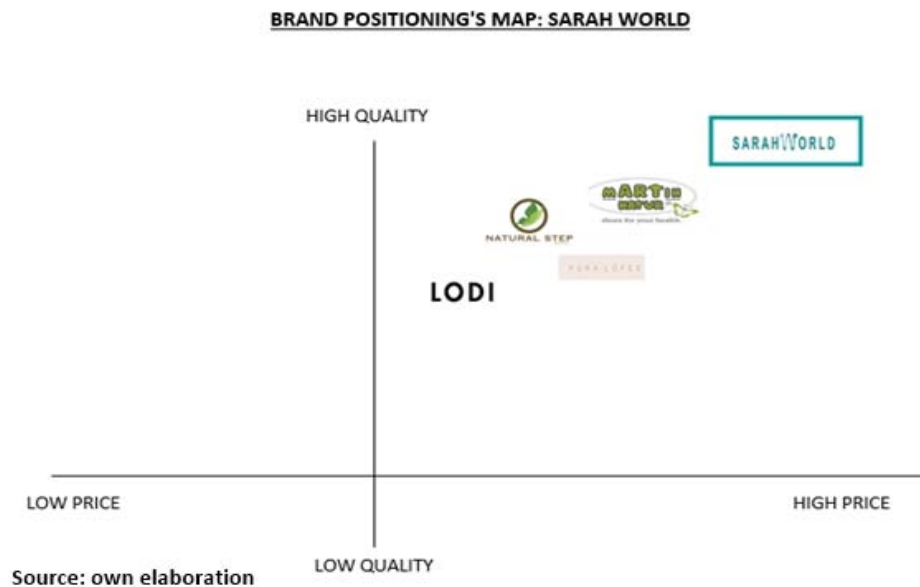
Secondly, we are going to analyse the following graphics developed from the internal and external analysis of the company:

Figure nº 36: Positioning's map of SARA NAVARRO



This graphic shows the position of the company regarding its closest competitors. It can be observed that SARA NAVARRO's brand has a quite good position, including a wonderful quality-price ratio. It is different from the rest due to its excellent quality and a price in accordance with the brand, while the rest of the companies have less quality and lower prices. PATRICIA ROSALES has to be highlighted as it is the most direct competitor to the brand. This company is differentiated by setting a higher price and offering more select footwear full of details in each piece.

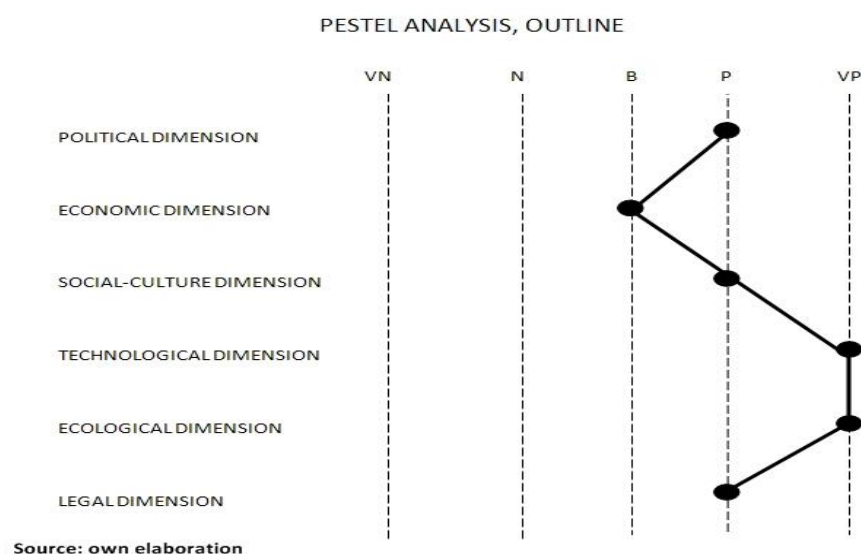
Figure nº37: Positioning's map of SARAHWORLD



As regards SARAHWORLD's brand, we can highlight its correct quality-price ratio that makes it be in a good position. Both ecological companies NATURAL STEP and MARTIN NATUR offer really similar products between them, with almost the same quality-price ratio. All the companies are far from the brand since they do not offer exactly the same attributes and distinguishing aspects as ours.

From the PESTEL analysis carried out in point 2.2.1, it is worth summarising the results in the following graphic where we can observe the impact of each factor in the company in a clearer way, being: P positive, VP very positive, B intermediate, N negative and VN very negative.

Figure nº38: PESTEL analysis





The chart nº38 shows that way in which the company is affected by the different factors explained previously. We highlight that, in general terms, factors have a positive aspect for the company that will have to take benefit of the good results from the external framework in order to develop its business strategies.

Thirdly, through the following explanatory chart, we can observe the conclusions drawn in the SWOT analysis carried out in the previous point, that is, the most remarkable ones:

Table nº5: SWOT analysis

<u>STRENGTHS</u>	<u>WEAKNESSES</u>
<ul style="list-style-type: none">-Advantages of Made in Spain production.-Exclusive packaging of the brand Sara Navarro.-Adaptation to new footwear trends.-Environmentally friendly products.	<ul style="list-style-type: none">-Poor communication with the public.-Low or inexistent advertising of the brand SARAHWORLD.-Low use of sales channels in order to commercialise SARA NAVARRO's brand.
<u>OPPORTUNITIES</u>	<u>THREATS</u>
<ul style="list-style-type: none">-Great demand of Spanish footwear products abroad.-New sources of communication in order to be known in a deeper way abroad.-Emergence of new markets.-Gradual growth of the Spanish economy after the crisis.-Aids from the Spanish footwear industry.-Cultural growth about the importance of "being environmentally friendly" and respecting the environment.-Emergence and growth of a new sector, elderly people.	<ul style="list-style-type: none">-The deep recession that we have undertaken in the last years and which has affected consumerism.-Strong competence within the sector.-The amount of companies which produce eco products is growing considerably.-The emergence of forgery and imitation of luxury products.



Once the conclusions drawn in the analysis have been explained, we think that the company should progress and grow pursuing goals that make it overcome its own weaknesses, take advantage of the opportunities previously seen, as well as improve its resources in order to progress to new frameworks and to be able to develop targets. In order to set the objectives, we will focus on the following aspects that personally, I see as the most relevant:

- It would be convenient to improve communication with the public.
- There is a need to reach more market sector under the brand SARA NAVARRO, both a larger amount of customers with the same characteristics as in the present, and also to new market sectors, for example, to elder people.
- The company could grow by reaching foreign markets, as in the analysis we have observed that there are external markets interested in the product.
- To create more fame by both brands.
- To make the most from the emerging economies that can become a good market.
- To take advantage of the main foreign customers of Spanish footwear, Europe and the USA. Both, end customers and intermediary companies.



4. MARKETING OBJECTIVES.

Following the analysis, the SWOT and the conclusions drawn in the diagnosis of the situation we now appropriate that following marketing objectives, which divide between generic and specific:

GENERIC OBJECTIVES

- Increase the notoriety.
- Create brand awareness.
- Increase market share.

OBJECTIVES PROPOSED SPECIFIC MARKETING

1. Increase notoriety in 2 media of online communication.

The company is present in some media as we have seen, however due to the results we can say that actual online communication doesn't get expected impact. Two means of communication online more will provide greater strength and improve the company image-public communication.

2. Create brand awareness in 2 international markets: USA and Brazil, for year 2016.

The two selected international markets are due to: America is the second largest buyer of Spanish shoes market, meanwhile Brazil is an emerging market with great potential. Firstly, these two countries could be very important to start to be international.

3. Increase market share in 3 international distribution agreements with retailers during 2016.

Three agreements with retailers is a reasonable figure given that plans are developed the same year. Moreover company will assist at three fairs and for this it's probable to get the objective.

4. Increase market share by 5% with the products of the new line SN Custom during 2016.

Being a new line introduced next year, sales for 2016 will be smaller and therefore has proposed 5%. It is a reduced number but it is reasonable because new line arrives to



public the next year and it is a new idea that needs time to believe that can realise great transformations.

4. 1 STRATEGIES TO BE FOLLOWED

We are going to see specifically the strategies to be followed for each specific objective proposed.

For the objective 1, the best marketing strategy is: Strategy of differentiation by improving online services: this is the strategy that the company will pursue. With the proposed improvements, the web will be able to offer a more exclusive service with suggestions and personal touch that users and customers will value. In addition, the presence of new communication channels will give it more fame both at an international and national level. In this way the company seeks to differentiate itself and to strengthen the image of the brand by offering an additional service.

For objectives 2 and 3, the best strategies are:

- Market penetration strategy by increasing the market share, and looking for and attracting new users. In this case, widening the number of customers across national borders.

- Strategy of developing new markets, where somehow would expand geographically brands of the company.

For the objective 4 the best strategies are:

- Strategy of development of new products, as we will develop a new line of tailor-made shoes adapting them to the preferences of each customer.

- Strategy for niche specialists, specifically specialists in tailor-made products, since with this new line it is expected to produce models according to the customers' taste.

- Market penetration strategies, by looking for and attracting new users in order to widen the target. With tailor-made products, we will be able to address many customers that nowadays like the brand, but still have not decided to buy anything because they would like to change some attributes or characteristics in order to wear those shoes.



5. PLANS OF ACTION

In this section we will take into the account the specific action plans for each objective. However, a single action plan can lead to or contribute to the achievement of two or more objectives. In this case, it will be explicitly mentioned.

5.1 ACTIONS FOR OBJECTIVE 1

Increase notoriety in 2 media of online communication.

PROPOSAL PLANS

1.Start-up of the webpage WWW.SARANAVARRO.ES

The brand SARA NAVARRO offers only a sale channel in this moment, therefore, it is not taking advantage of more sale channels to reach the public in a different way. As a consequence, we want the webpage WWW.SARANAVARRO.ES to be updated and to offer exclusivity and elegance according to the products of the brand.

The web needs some improvements in order to achieve the objective. For instance, we propose the introduction of a first screen where the user would be able to complete a kind of initial registration that would appear as a first window. The picture nº39 below could be taken as an example of it since it follows the same colour patterns as the webpage and letters appear in the characteristic colour of the brand:

Figure nº39 marketing plan for web page

BIENVENIDA A SARA NAVARRO

Queremos ofrecerle una experiencia de navegación única y distinta:

Nombre y apellidos:

Opcional

Ciudad donde reside:

¿Qué busca en un zapato?

Source: *own elaboration*



This first welcome screen will be available both in English and Spanish. The first name and surname should be filled in to offer a personal treatment in the following windows. An option for the user would be to fill in the city and their preferences and tastes when buying shoes. This, at the same time, would be useful in the database to obtain more information about the profile of the customers who visit the webpage and to know “which cities visit the web more frequently” or what users look for or prefer when betting on the brand.

From the customers' initial form, in the following windows she would receive a warm greeting and in each of the windows her user name will appear as an exclusive way of treatment. While the user would be navigating, she could be able to enjoy personalised suggestions about the models, as well as ideas of how to combine shoes with her style.

2.Marketing in digital media: Opening of a channel in YouTube platform.

Currently, television channels of the platform YouTube are really trendy and followed, so that the company may be able to become known at an international level by creating its own channel. Some bloggers and famous people have made this type of channel and it is an audio-visual platform that attracts attention and allows himself known both nationally and internationally (through Deduction own personal social networks).

It would be a channel with weekly updates in which users could watch videos related with collections, last news of the company about fairs or events, its history as well as videos with proposals and suggestions, and shoe trends exposed by Sara Navarro herself in some occasions.

REPERCUSSIONS IN MARKETING MIX

PRODUCT/SERVICE:

These services offer more value and quality to the company. Through the new distribution channel we seek to improve the access to the products of the brand, and with the treatment offered, to give exclusivity and transmit the idea of the brand as well as the tangible products. Through the YouTube channel, we expect to promote the image of the company, providing it with value and differentiation.

DISTRIBUTION:

For the new collection 2016, the luxury brand of the company would start selling through the web any model, so that it will need logistics that could be the same as the one the company is working with nowadays in mail orders.



PRICE:

Prices would be the ones that the company considers for each collection, with the possibility of including any sales or discounts because of online shopping of the brand in some occasions.

COMMUNICATION:

The availability of the web will be communicated through the social networks used by the company. It may also be interesting to communicate it through the YouTube channel. Precisely, the tool of the YouTube channel will be useful to promote advertising and to increase fame of the company and both brands.

In order to make the new YouTube channel known, the company will use the social networks that it uses currently, such as Facebook, Instagram or Twitter where users will have the link to access the channel and see the content. Announcements of the channel will start at Christmas of this year.

5.2 ACTIONS FOR OBJECTIVES 2 AND 3.

Create brand awareness in 2 international markets: USA and Brazil, for year 2016.

Increase market share in 3 international distribution agreements with retailers during 2016.

PROPOSAL PLANS

1.Attendance to international fairs:

Put a stand during the fairs in the next year, concretely, we will go to two of them in the USA and one in Brazil. With this, we would make the company known in larger markets.

In the USA we will put a stand in the city of Los Angeles (California), where in the month of June the fair *TRANSIT* is held, and exhibition of footwear and complements which takes place in California Market Center during two days in the month of June. This fair is an ideal platform for importers, wholesaler's and buyers of the last collections. It also has available a wide programme of performances that conclude the event.

In this fair it is expected to gain the interest of the two publics which the company addresses, both end customers and distribution companies.



The second stand in the USA will be set in the city of New York, in the famous New York Shoe Expo fair. It is an international footwear fair that lasts two days and that counts with international designers that represent the last trends, shapes and colours of the coming season at Hilton Hotel.

The third fair is held in the city of Novo Hamburgo, Brazil. There the FIMEC fair, International Fair of Leather and Footwear Industry in Brazil takes place. This fair is in the month of March, and lasts three days. It is an ideal event to present the most recent products in the leather footwear sector, as well as fashion and last technology, located in a geographic and strategically privileged place in the city.

Sources:

-www.californiamarketcenter.com/transit

-www.ffany.org

-http://www.portalferias.com/fimec-2015-novo-hamburgo_23086.htm

-<http://www.californiamarketcenter.com/transit/pdf/TRANSITExhibitorApplication.pdf>

As proposals to be included in the stands:

-A digital interactive screen could be installed so that the process of the manufacturing of the products is shown in order to focus on the made in Spain, crafts-work and tradition.

- It could also include a short exhibition of handmade lasts of past generations.

-As well as an exhibition and sale of the products of the two brands, emphasising and making the new line of shoes, in the case of the brand Sara Navarro, known.

A future action plan to be developed, once the fairs are over or the next year, would be to put pop up's in the cities where we have previously been to the aforementioned fairs. Pop up pretends to call the attention and create fame of the company, as well as make it known in a different way.

REPERCUSSIONS IN MARKETING MIX

PRODUCTS:

Products of both brands would be exhibited, especially footwear products which are the leading products.



Some of the products of the collections of both brands would be brought to the pop up. Specially footwear products which are the leading products.

DISTRIBUTION:

In the fairs we expect to gain foreign distributors interested in our brands in order to offer them to the public.

COMMUNICATION:

Some of the communication actions could be:

- A good communication to arise the interest of American and Brazilian customers would be achieved through Street marketing, that is to say, handing out leaflets and putting posters the days before the fair. In the leaflets, besides informing there would also be discounts in some products for the ones coming with it.

- The YouTube channel will be another communication tool to advertise the attendance to those fairs. In turn, on the digital screen placed in the stand, the YouTube channel would be advertised.

- During the fairs, arranging interviews with means of communication of different countries will be pursued.

5.3 ACTIONS FOR OBJETIVE 4.

Increase market share by 5% with the products of the new line *SN Custom* during 2016.

PROPOSAL PLANS

1. Creation of new line, *SN Custom*.

Line of personalised or tailor-made shoes for the products of the brand SARA NAVARRO called *SN Custom*, available for the collection 2016.

With this initiative, it is the costumer the one who can freely give some suggestions to have her shoes manufactured in a completely customised way, without forgetting the main characteristics of the brand, which would be made to order. That is, in this line the customer would be able to suggest a modification for her, like lower heels in an already existent model, or to suggest any other jewels on the shoe so that it is closer to the customer's personality.

In order to buy shoes from the line *SN custom*, customers can opt for:



-Through the web, in the window of this new line users will be able to choose the model they like and to fill in a section with the modifications or tailor-made adaptations they wish to carry out on those particular shoes. Once the modifications have been sent, the company would contact the user to inform and suggest if necessary a face to face meeting in order to see more details.

- Another option is to arrange an appointment by email or by a phone call and have a face to face meeting in the company's Showroom where the client will receive a good service and advice.

-Finally, if we reach agreements with retail stores, there would be a place to collect the customers' suggestions for this line.

REPERCUSSIONS IN MARKETING MIX

PRODUCT:

It refers to products with characteristics of the brand but completely tailor-made, with modification in some aspects of the products according to the costumers' preferences.

COMMUNICATION:

To make known in the web, social networks in which, as the new line is working there could be included photos of previously tailor-made shoes. Of course, in the YouTube channel we could advertise this new initiative as well as in the stands of the fairs. Finally, if the company decides to commercialise in retail stores, there they can be advertised with posters of leaflets of the new collection.

PRICE:

For this new line of SARA NAVARRO tailor-made shoes the prices of the shoes would increase. If the prices of the four lines vary from 600-3500, this new line would draw from 800 for those simple transformations, until 5000 euros for the most customised and perfectly tailor-made shoes.

DISTRIBUTION:

-If agreements are set with companies, the new line would be commercialised in them.

-It would have a logistic distribution for online sales.

-In the Showroom photos of the first models made would be exposed.



6. NEEDED RESOURCES AND BUDGET

In order to achieve the objectives proposed, it is necessary to have some resources that will be summarised below. The resources which the company has available nowadays will be combined with new needed resources in order to carry out the plan.

STAFF RESOURCES

Figure nº40: Staff resources



A person in charge of making available the new web service of the brand Sara Navarro. It will be a temporary contract until the web is absolutely updated.



Two people in charge of the organisation of the fairs and client attention during them. These people, a few days before, will also be in charge of handing out the aforementioned leaflets about the stands.



We will need a driver of the necessary materials for the stands and also that helps setting whatever is needed.



We will also need a person in charge of the YouTube channel, of the making and composition of the videos and the weekly updates.

Source: own elaboration

ECONOMIC RESOURCES

Table nº6 Economic resources

STAFF COSTS	TOTAL ANUAL BUDGET
○ Person in charge of the web. Temporary contract 2 months, 800€/month.	1.600€
○ Organising staff. Two organisers and a driver.	



Salary/person for each fair 600€ (Own estimated)	5.400 €
Flight and hotel costs paid by the company: 1600€ per fair 3 people. (Estimated price according to the webpages available in Annex 3. Marketing plans).	4.800 €
Meals 13 days (6 days in Brazil. 4 days in Los Angeles and 4 days in New York) for three people costs paid by the company. Own estimated value.	975 €
Salary of the person in charge of the Youtube channel.1000€/month	1.200 €
FAIR STANDS COSTS	PRICES
Stands prices and taxes in the fairs of the three cities:	
Los Angeles (Estimated price)	1.055 €
New York (Estimated price)	1.200 €
Brasil (Estimated price)	1.090 €
ADVERTISING COSTS	PRICE
Leaflets and posters prices for fairs, own estimated.	100€

Sources, Prices of stands in fairs, travels and hotels:

<http://www.feriasinfo.es/Transit-M2777/Los-Angeles.html>

<http://www.californiamarketcenter.com/transit/>

<http://www.californiamarketcenter.com/transit/pdf/TRANSITExhibitorApplication.pdf>

http://www.ovtt.org/2015-03-17/fimec_2015_brasil



BUDGET

The approximate total investment to carry out in order to develop the proposed objectives would be the number in table nº7, as we have analysed before economic resources:

Table nº7: Total investment

TOTAL INVESTMENT	28.220 €
TOTAL Human resources	24.775 €
TOTAL STANDS	3.345 €
TOTAL Street marketing	100 €

Source: own elaboration.

We can say that total investment to get objectives is reasonable due to the resources of company and the type of plans that we carried on it.

6.1 INVESTMENT AND EXPECTED BENEFITS

All quantitative benefits would be reflected in the sales achieved after all the activities to be followed. The benefits to be obtained could be estimated in the supposed cases detailed below:

- If the company reaches 30 orders (30 pairs of shoes) of the brand SARA NAVARRO, we would obtain:

The average price of a pair of shoes of the existent collections would be 1050 since the price varies from 600-1500€.

INCOME: $30 \times 1050 = 31.500\text{€}$

- Besides, provided that it achieves selling 10 pairs of the line *SN Custom* with an average price of 2000€

INCOME: $30 \times 2000 = 60.000\text{€}$

SARAHWORLD, nowadays has 66 different models available to be on sale in different sizes.

- If the company achieves selling 70 products of the brand with an average price of 95€.



INCOME: $70 \times 95 = 6.650 \text{ €}$

Table nº 8: Expected benefits

EXPECTED BENEFITS OF SALES	98.150 €
Sales of SARA NAVARRO's brand	31.500 €
Sales of SN Custom line (SARA NAVARRO's brand)	60.000 €
Sales of SARAHWORLD's brand	6.650 €

Source: own elaboration

Table nº 9: Expected benefits with marketing plan

TOTAL EXPECTED BENEFITS	+ 69.930 €
BENEFITS OF SALES	98.150 €
TOTAL INVESTMENT	28.220 €

Source: own elaboration

In table nº 9 we can see expected benefits that we get about marketing plans and objectives, it is a great number because we will lots of benefits with moderate investment.



7. SCHEDULE AND MONITORING OF RESULTS

Table nº 10: Schedule and monitoring of results (November-December 2015)

NOVEMBER-DECEMBER 2015	
SCHEDULE OF ACTIVITIES	MONITORING AND CONTROL OF RESULTS
To communicate through the networks the coming opening of the webpage WWW.SARANAVARRO.COM in January, 2016	Communication area of Sara World works about promote the future activities of company
To prepare the webpage WWW.SARANAVARRO.COM	A person in charge of making available the new web service.
To start preparing the contents for the YouTube channel	A person in charge of the YouTube channel starts to prepare videos.
To communicate, through social networks and the webpage itself, the launch of the next collection 2016 with the presentation of the new line of the brand SARA NAVARRO	Communication area works about it and the team start to control de movement in social networks (likes, comments, and followers), emails asking for the new collection and new YouTube channel.
To communicate through social networks the launch of the new YouTube channel of the company	

Source: own elaboration



Table nº11: Schedule and monitoring of results (January 2016)

JANUARY 2016	
SCHEDULE OF ACTIVITIES	MONITORING AND CONTROL OF RESULTS
To open a completely updated webpage	Commercial area take in charge about increase of online sales in both brands, above all in the brand Sara Navarro after the improvements introduced.
To communicate through social networks that availability of the webpage	Through the welcome in the web we will be able to know what users visit it, where they are from and how often they do shopping of the brand.
To communicate, through social networks and the webpage itself, the launch of the next collection 2016 with the presentation of the new line of the brand SARA NAVARRO	Communication area works about it and the team start to control de movement in social networks (likes, comments, and followers), emails asking for the new collection and new YouTube channel.
To communicate through social networks the launch of the new YouTube channel of the company	Control the increase of the views in the YouTube channel by the communication area and person in charge of channel.
To make all the necessary transactions in order to open the YouTube channel, following the steps available in https://support.google.com/youtube/answer/1646861?hl=es	Person in charge of channel prepare the Chanel.

Source: own elaboration



Table nº 12: Schedule and monitoring of results (February 2016).

FEBRUARY 2016	
SCHEDULE OF ACTIVITIES	MONITORING AND CONTROL OF RESULTS
To launch the new line <i>SN Custom</i> junto together with the rest of the lines of the brand SARA NAVARRO	Commercial area will control sales of this line.
To communicate, through social networks and the webpage itself, the launch of the next collection 2016 with the presentation of the new line of the brand SARA NAVARRO	Communication area works about it and the team start to control de movement in social networks (likes, comments, and followers), emails asking for the new collection and new YouTube channel.
To launch the first video on the YouTube channel and update it weekly	Control the increase of the views in the YouTube channel by the communication area and person in charge of channel.
To communicate, through social networks and the webpage that the first video of the company is available of YouTube as well as the updating	Communication area works about it.
To communicate in social networks, the webpage and the YouTube channel the company's attendance to the fair of Brazil's in March.	Commercial area take in charge about increase of online sales in both brands, above all in the brand Sara Navarro after the improvements introduced.

Source: own elaboration



Table nº13: Schedule and monitoring of results (March 2016).

MARCH 2016	
SCHEDULE OF ACTIVITIES	MONITORING AND CONTROL OF RESULTS
Attendance and organisation of the fair of Brazil	To achieve to reach the target public with the same characteristics as the current one, but also to reach foreign public. Assistants in fair see effects in fairs. Receive the interest on products from foreign people.
Communication of the development of the fair in the main online means previously mentioned that the company has available	Communication area works about it and the team start to control de movement in social networks (foreign likes, comments, and followers), emails asking for the new collection.
To communicate through social networks and the webpages the activities that have been carried out previously by the company (collections, YouTube channel ...)	To achieve to sign a contract with foreign retailers that are interested in our product for its commercialisation during or after the fairs by assistants in fair and commercial area.

Source: own elaboration

Table nº14: Schedule and monitoring of results (April-May 2016)

APRIL-MAY 2016	
SCHEDULE OF ACTIVITIES	MONITORING AND CONTROL OF RESULTS
To communicate through social networks and the webpages the activities that have been carried out previously by the company (collections, YouTube channel ...)	Having achieved that international bloggers become interested in our products to obtain higher impact in social networks. Commercial area take in charge about increase of online sales in both brands, above all in the brand Sara Navarro after the improvements introduced Control the increase of the views in the YouTube channel by the communication area and person in



charge of channel.

To communicate in social networks, the webpage and the YouTube channel the next attendances of the company in USA fairs.

Also, to achieve impact in foreign means of communication with the interview carried out during the fair or simple with the impact our stand causes.

Source: Own elaboration

Table n °15; Schedule and monitoring of results (June 2016).

JUNE 2016	
SCHEDULE OF ACTIVITIES	MONITORING AND CONTROL OF RESULTS
To communicate through social networks and the webpages the activities that have been carried out previously by the company (collections, YouTube channel ...)	Control the increase of the views in the YouTube channel by the communication area and person in charge of channel.
Attendance and organisation of the fair of New York and California	To achieve to reach the target public with the same characteristics as the current one, but also to reach foreign public. Assistants in fair see effects in fairs.
Communication of the development of the fair in the main online means previously mentioned that the company has available	Receive the interest on products from foreign people.
	Having achieved that international bloggers become interested in our products to obtain higher impact in social networks.
	Also, to achieve impact in foreign means of communication with the interview carried out during the fair or simple with the impact our stand causes.

Source: own elaboration



Table n °16; Schedule and monitoring of results (July-December 2016)

JULY-DECEMBER 2016	
SCHEDULE OF ACTIVITIES	MONITORING AND CONTROL OF RESULTS
To communicate through social networks and the webpages the activities that have been carried out previously by the company (collections, YouTube channel ...)	<p>Increase of the views in the YouTube channel.</p> <p>References and increase in the followers in social networks. To observe if the number of followers in the main social networks that the company has (Facebook, Twitter o Instagram) has increased, and the type of followers (that is, international and national followers). Increase in references and comments, the so called like in Facebook, retweets and favourites in Twitter, etc. will also be taken into account. All of these supervised by communication area.</p> <p>Increase of sales in multi-brand stores for SARAHWORLD after the communicative activities carried out.</p>

Source: own elaboration

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OTHER RESOURCES

Transparencies of these subjects:

Operational marketing

Comercial promotion

Implementation of strategies

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Asociación Española de Empresas de Componentes de Calzado, AEC. < www.aec.es>

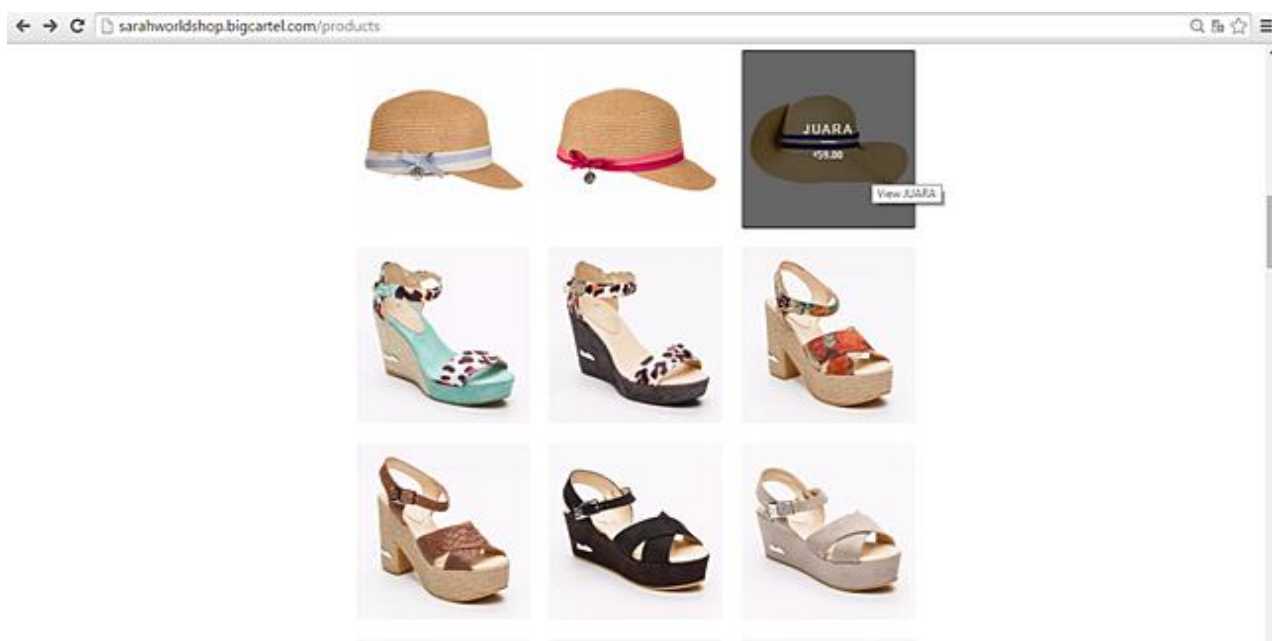
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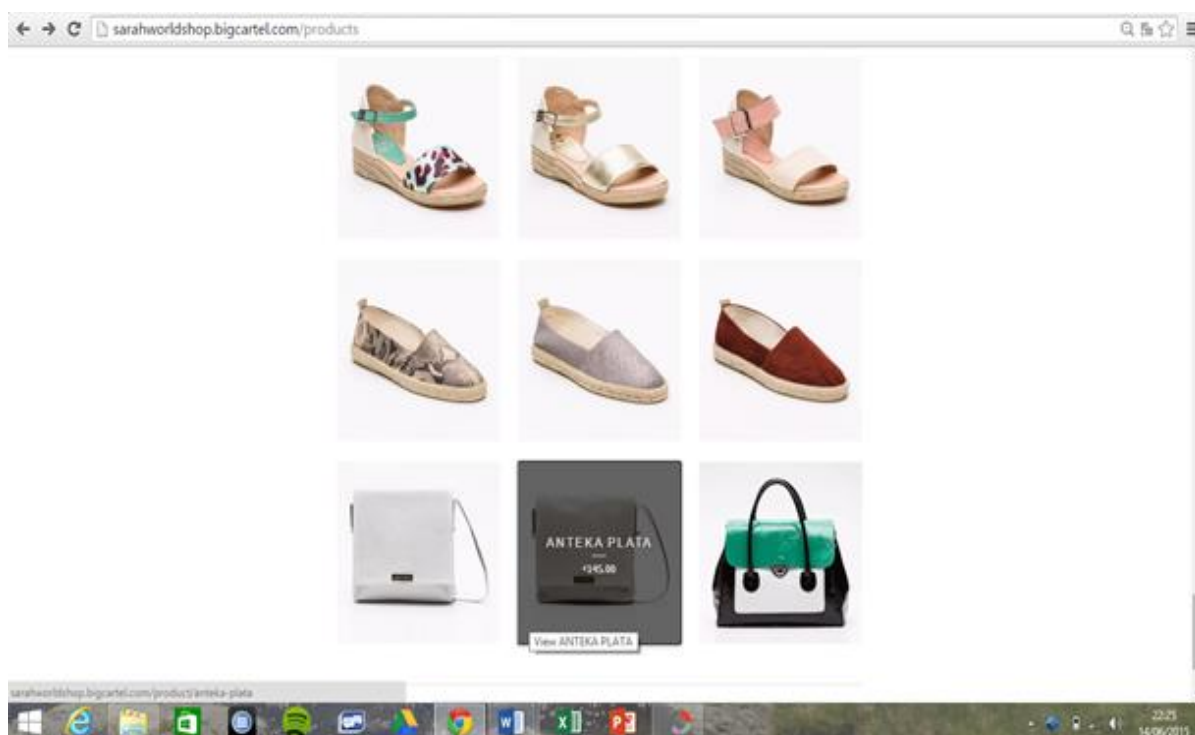
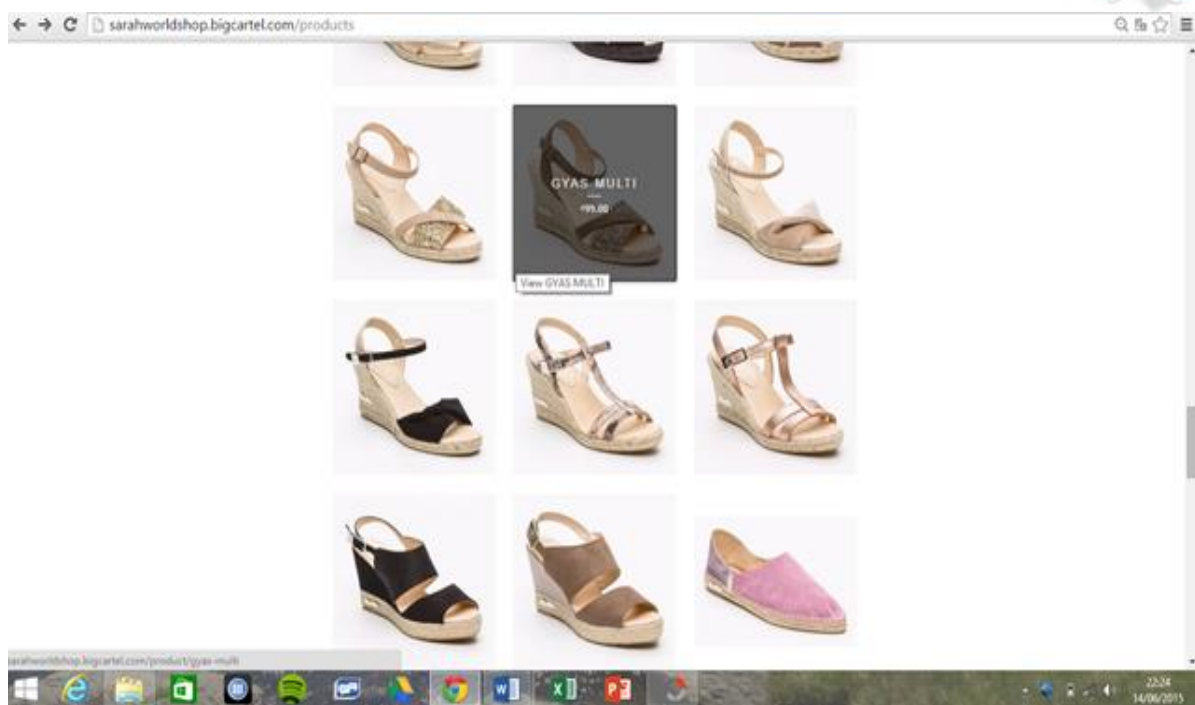
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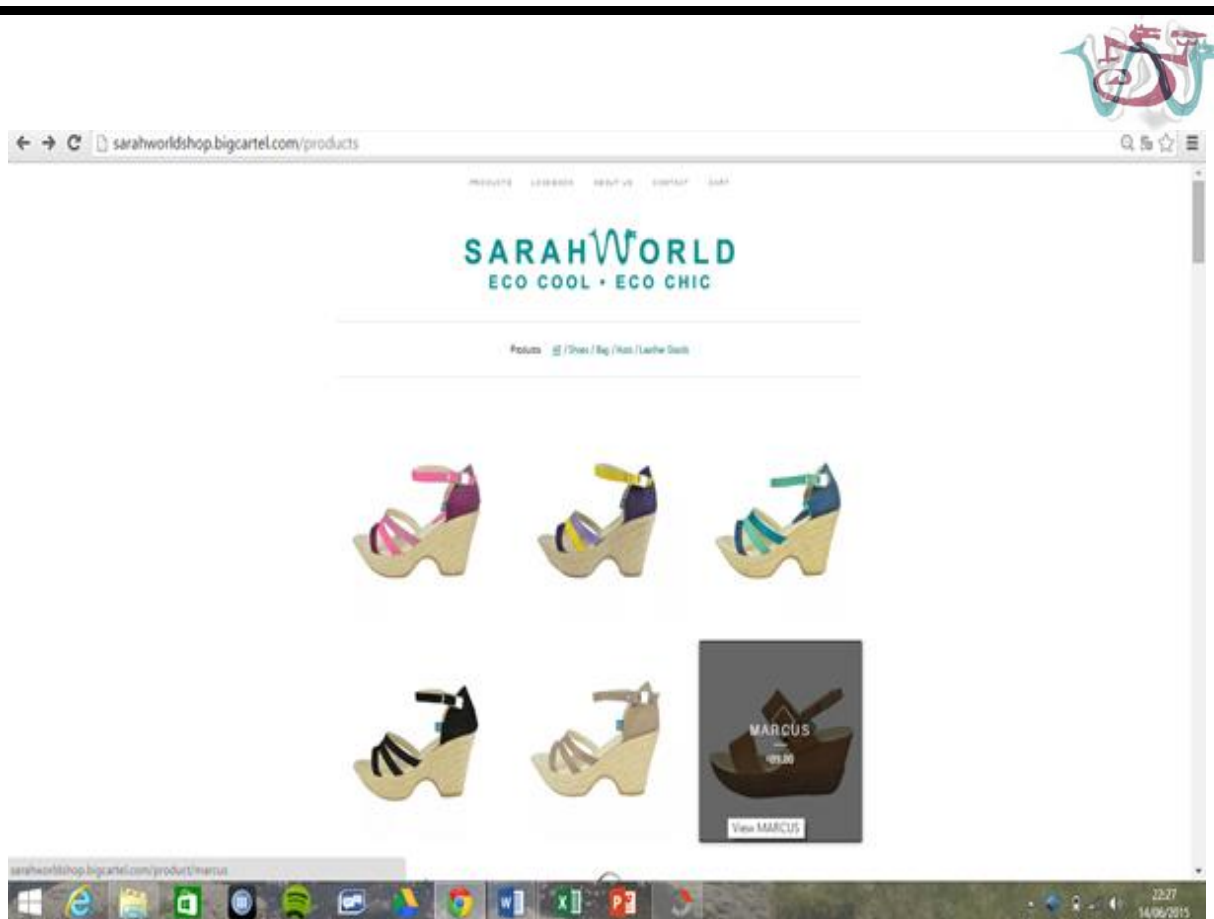
9. ANNEXES

ANNEX 1. INTERNAL ANALYSIS

PICTURES N°1-7 PRODUCTS AND PRICES

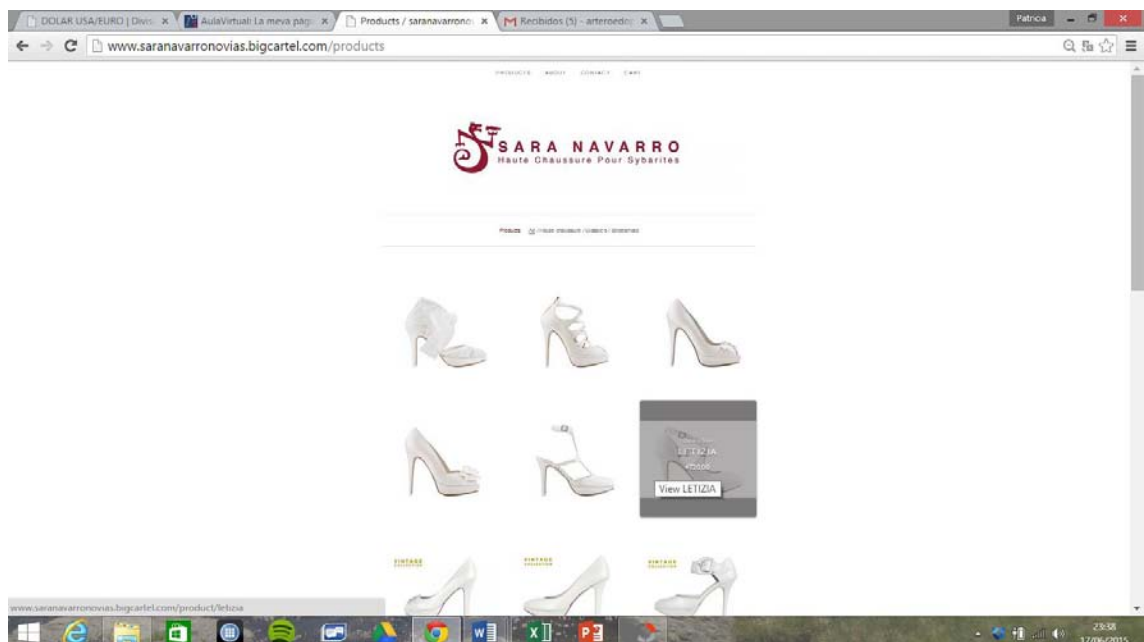


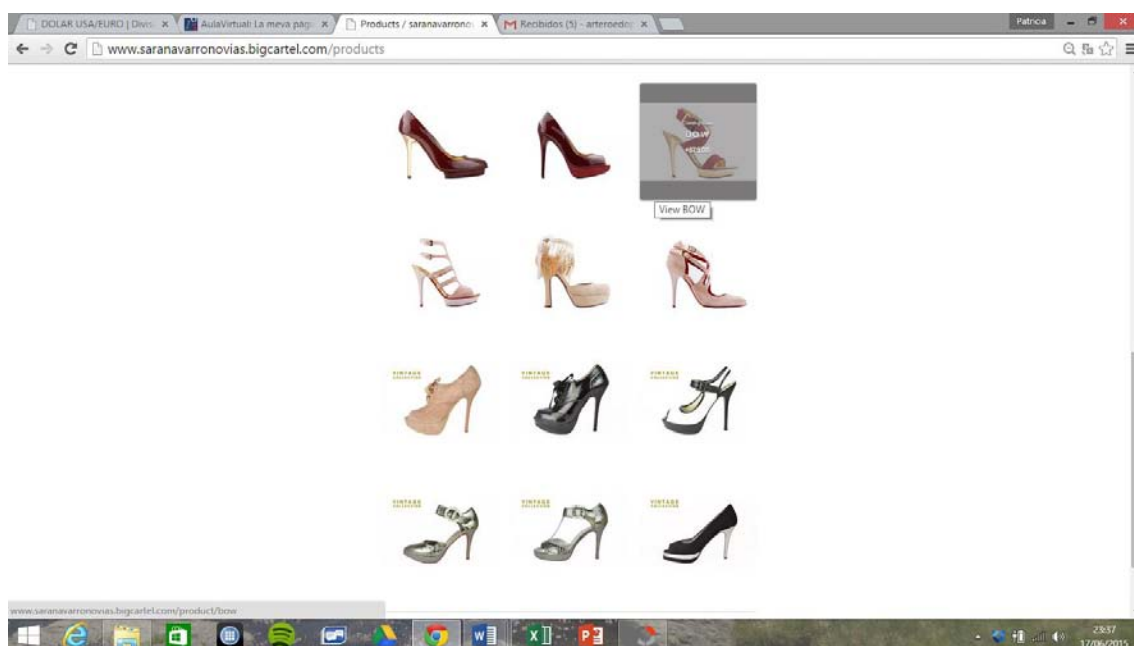
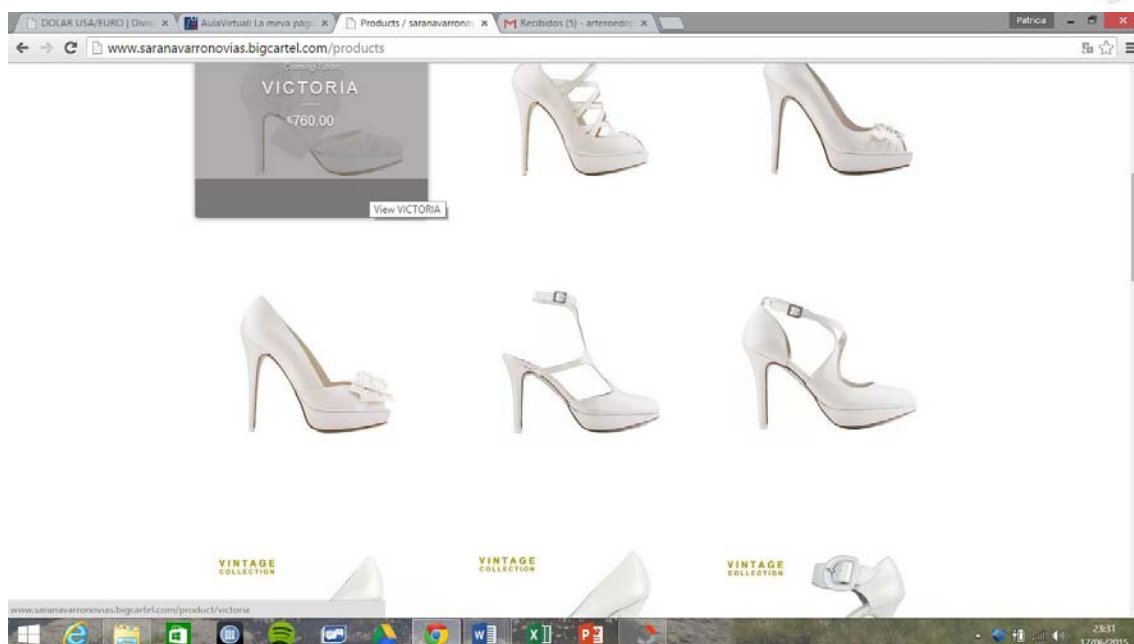




Source:

www.sarahaworld.es





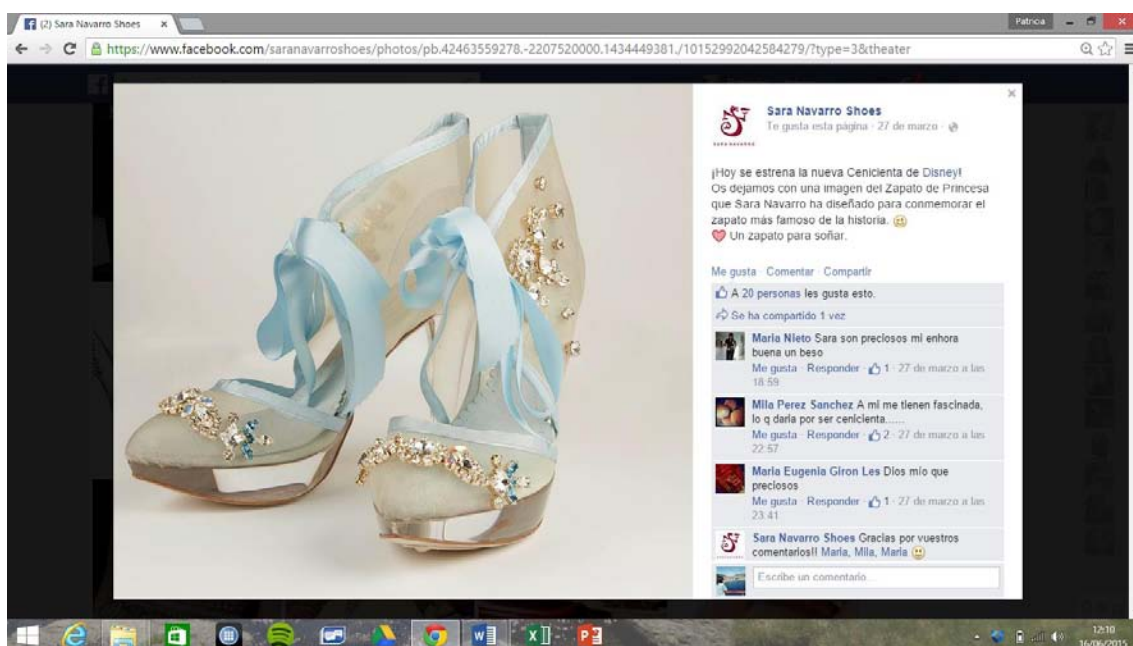
Source:

<http://www.saranavarronovias.bigcartel.com/products>.

It is possible to access at this page if you send email to company for see some products of SARA NAVARRO. However is not possible to buy by this web page. If you want buy it, you have to send an email.



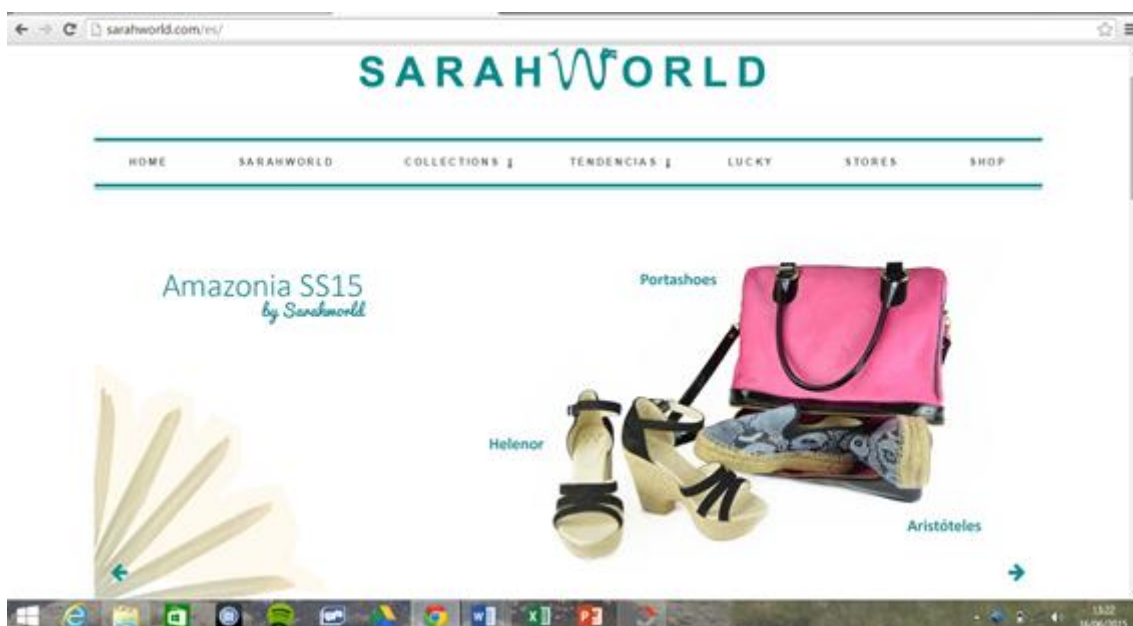
PICTURE Nº 8 CINDERELLA SHOES

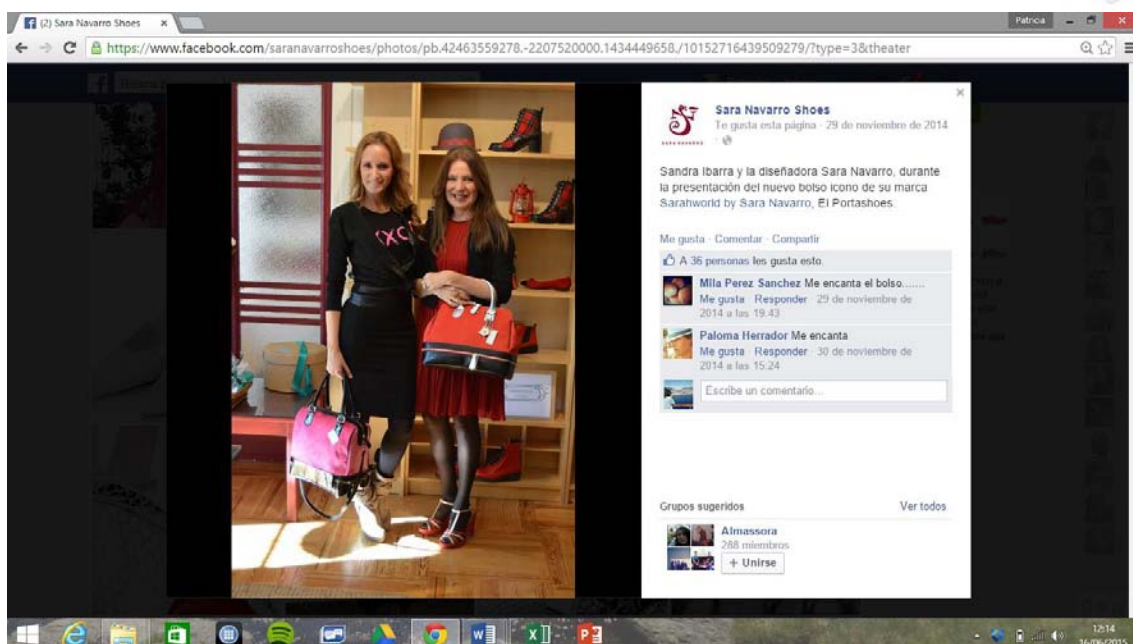


Source:

<https://www.facebook.com/saranavarroshoes?fref=ts>

PICTURES Nº 9-10: PORTASHOES





Source:

sarahworld.com

<https://www.facebook.com/saranavarroshoes?fref=ts>

PICTURE Nº11: MATERIALS OF PRODUCTS



Source:

www.sarahworld.com



ANNEX 2. EXTERNAL ANALYSIS

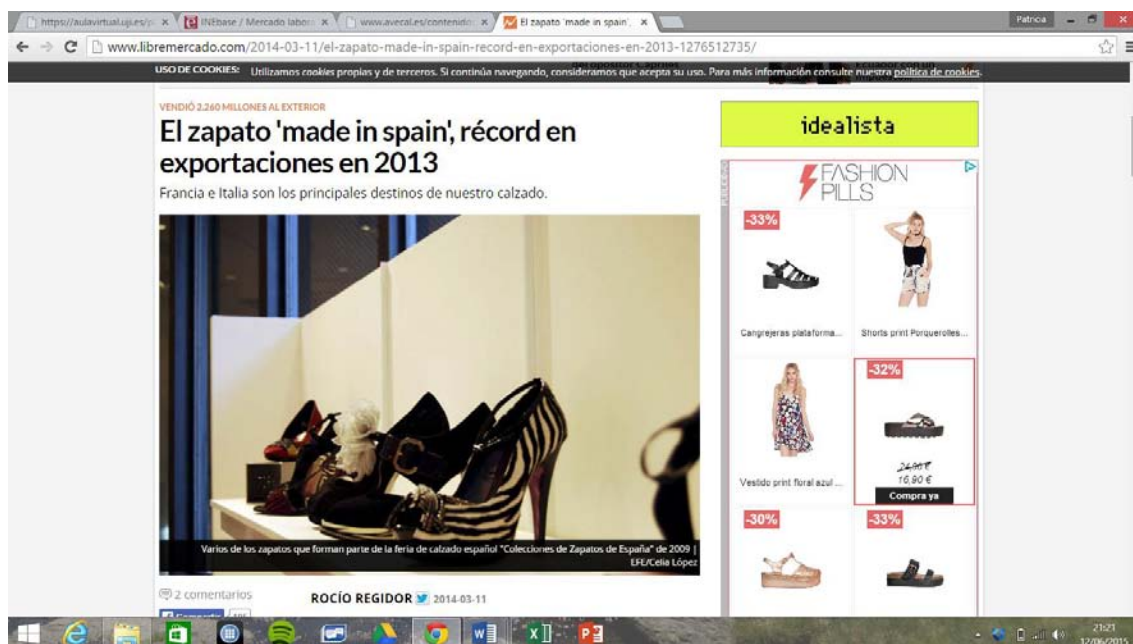


PICTURE N°1: NEW

Source:

<http://www.elmundo.es/loc/2015/02/24/54eb345ee2704e1b278b4572.html>

PICTURE N°2 NEW

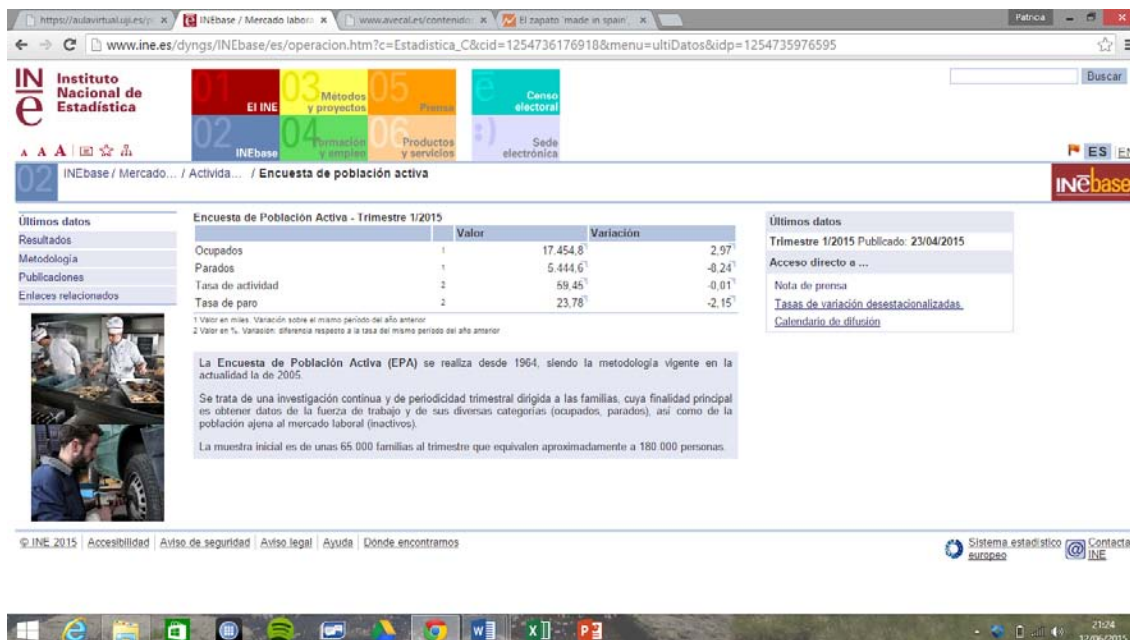




Source:

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PICTURE Nº3: STATISTICAL ANALYSIS



Source:

http://www.ine.es/dyngs/INEbase/es/operacion.htm?c=Estadistica_C&cid=1254736176918&menu=ultiDatos&idp=1254735976595

PICTURE Nº 4: BLOGS



Source:

www.gestipolis.com



PICTURE Nº 5: NEW

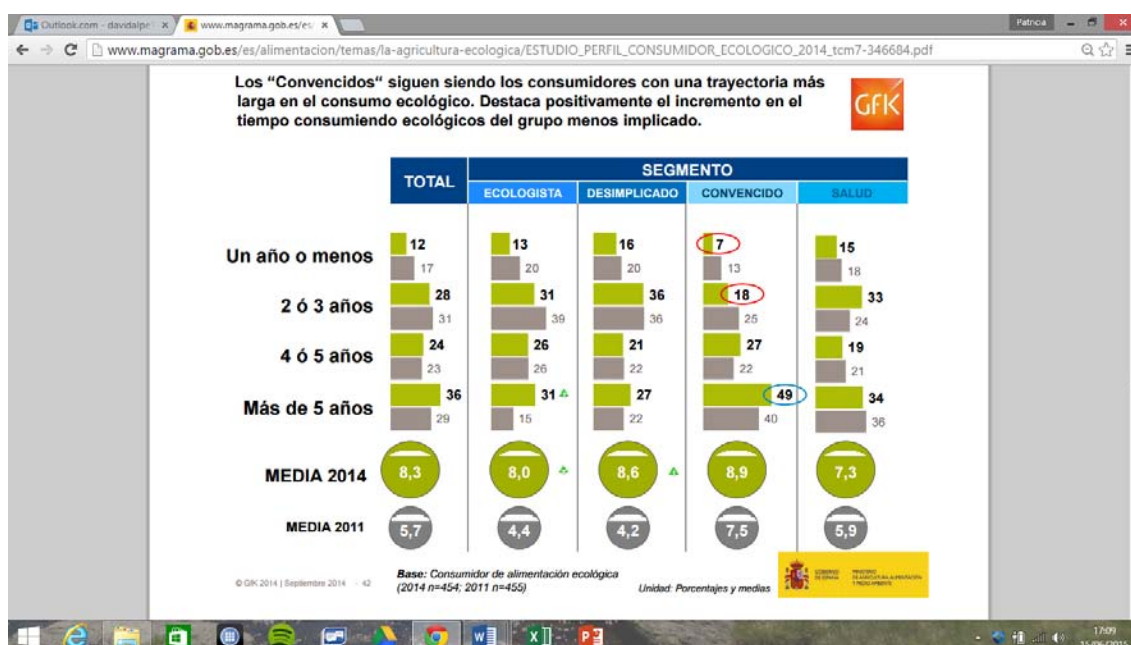
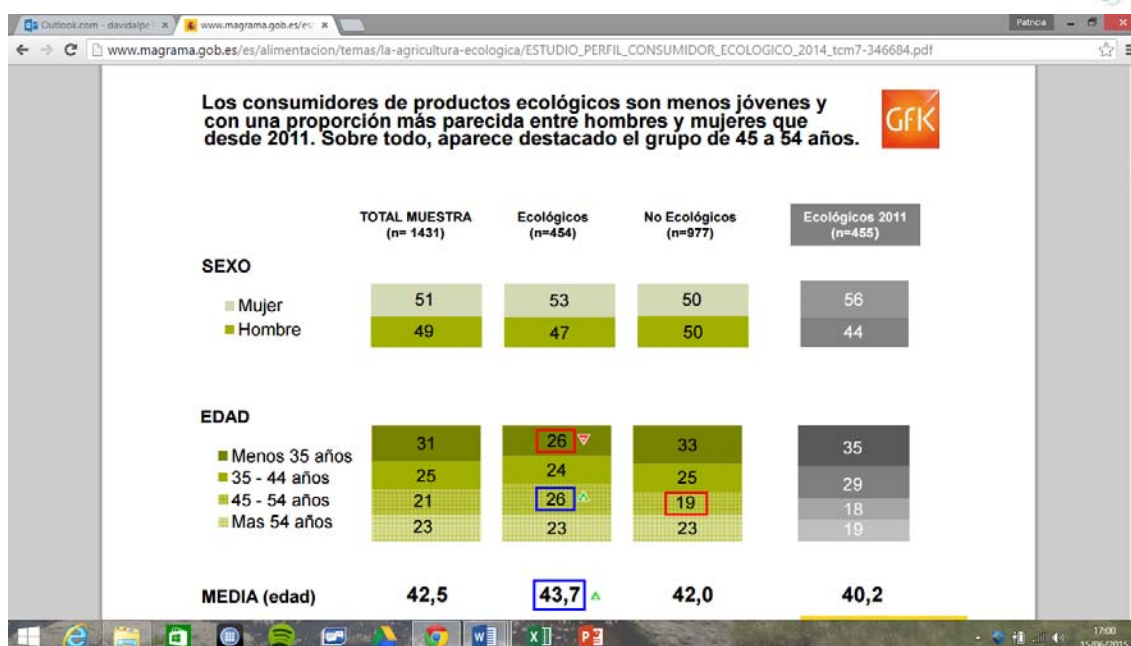


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PICTURES Nº 6- 8 INTERESTING PICTURES COLLECTED IN A REPORT





Source:

"Evolución de la caracterización de la tipología y perfil sociodemográfico del consumidor de alimentos ecológicos en España", C. TOMÁS, GfK, September 2014. Link available on: http://www.magrama.gob.es/es/alimentacion/temas/la-agricultura-ecologica/ESTUDIO_PERFIL_CONSUMIDOR_ECOLOGICO_2014_tcm7-346684.pdf



ANNEX 3. MARKETING PLANS

PICTURES: INFORMATION ABOUT FAIRS IN BRASIL AND NEW YORK

The screenshot shows the FFANY website (www.ffany.org) for the August 4, 5, 6, 2015 event at the Hilton New York Hotel & Member Showrooms. The page features a navigation bar with links like 'member directory', 'become a member', 'what's new', 'events', 'about ffany', and 'contact us'. The main content area is titled 'Hotel Reservations & Discounts' and lists hotels for August 2015. The table below shows the current featured hotels:

Hotel	Price	Rating
Ameritania	\$199	4 stars
Le Parker Meridien	\$369	5 stars
New York Hilton Midtown	\$289	4 stars


Below this, there is a section for December 2015 Hotels, listing Ameritania (\$299), JW Marriott Essex House New York (\$549), and Le Parker Meridien (\$499). The page also includes a 'REGISTER' section with links for exhibitors and attendees, an 'INTERACTIVE SHOW PLANNER', and a 'SPECIAL TRAVEL DISCOUNTS + OFFERS' section. A banner at the bottom promotes 'FFANY + YOU = BREAST CANCER RESEARCH'.

The screenshot shows the TradeKey website (tradeshow.tradekey.com) for the New York Shoe Expo 2015. The page features a navigation bar with links like 'Join Now, its Free', 'login', and 'Search'. The main content area is titled 'New York Shoe Expo' and provides detailed information about the event. The event date is 2015/06/10 to 2015/06/12. The page includes a 'Summary' section, a 'General Information' section, and an 'Attendee Information' section. The 'Attendee Information' section lists trade visitors, exhibitors, and attendees. The page also includes a 'Submit Trade Shows Free' section and a 'Related Countries' section.

www.feriasinfo.es/hotels.php?NumberOfRooms=1&DestinationName=Los+Angeles&startDate=10.06.2015&endDate=19.06.2015&RoomType=SingleRoom&Rating=2&...

FeriasInfo Ferias actuales Comunicados de prensa Añadir una feria nueva Proveedores

Ferias y exposiciones
 Ferias por sector de actividad Ferias por país Ciudades internacionales con ferias
 Ciudades con ferias en Alemania



Hoteles en Los Angeles o en otras ciudades del mundo

Ciudad: Los Angeles
 Llegada: 18.06.2015
 Salida: 19.06.2015
 Tipo: Habi. individual
 Categoría: mínimo 1*
 Habi: 1
 Radio: 10km

Buscar hoteles

Tu selección:
 1 noche
 18.06.2015 - 19.06.2015

17 hoteles de 2 a 4 estrellas entre 122,21 y 606,21 euros a una distancia de 1,19 km a 9,62 km.

Nuestra recomendación: DoubleTree by Hilton Hotel Los Angeles Downtown ★★★★★ 255,86 EUR
 Holiday Inn Express Los Angeles Downtown West ★★★ 214,64 EUR

Evaluación: Evaluación: Estrellas: Estrellas: Distancia: Distancia: Precio: Precio:

www.feriasinfo.es/Transit-M2777/Los-Angeles.html

transit
[THE LOS ANGELES SHOE SHOW]

El Transit es una exposición de calzado en Los Angeles y se lleva a cabo cinco veces al año dentro del Fashion Market. Se presenta la nueva colección de calzado internacional para la próxima primavera y verano. La feria es una plataforma ideal para los importadores, mayoristas y compradores a comprar las últimas colecciones de las operaciones. Un rico programa con diversos espectáculos completan la amplia oferta.

La Transit en Los Angeles se realizó de Monday, 08. June a Wednesday, 10. June 2015.

MARKETING EMPRESARIAL PARA CENTROS COMERCIALES.
 Descubra nuestra solución inteligente.

UBICUA
XPERIENCE Más información

Fecha:
 Reportar nueva fecha

Audiencia:
 únicamente para visitantes profesionales

Frecuencia:
 trimestral

Hora local: 03:29 horas (UTC -8)

Contacto de Feria:
 Mostrar email
 www.californiamarketcenter.com

Lugar de la Feria: *
 California Market Center
 110 East 9th Street, Suite. A727
 CA 90079 Los Angeles, California, EE.UU.

Organizador:
 California Market Center
 110 East 9th Street, Suite. A727
 CA 90079 Los Angeles, EE.UU.
 Tel: +1 (213) 6303600
 Fax: +1 (213) 6303708
 Mostrar email
 www.californiamarketcenter.com

Eventos pasados:
 08.06.2015 - 10.06.2015
 12.01.2015 - 14.01.2015
 13.10.2014 - 15.10.2014

Hotel para la exposición en Los Angeles

Llegada: 18.06.2015
 Salida: 19.06.2015
 Tipo: Habi. individual
 Categoría: mínimo 2*
 Buscar hoteles

Conoce usted una data nueva para la feria de Transit Los Angeles?
 Reportar nueva fecha

Centros de exposición en Los Angeles
 Atracciones turísticas de Los Angeles

2103 237 0
 Me gusta Seguir Twitter






Safari de entrada (210) - X Transit Los Angeles 2015 - X TRANSIT Footwear & Acc - X Nueva pestaña - X Patricia

www.californiamarketcenter.com/transit/exhibit.php

TRANSIT

LA'S PREMIER FOOTWEAR TRADESHOW



ABOUT
BRAND LIST
SPECIAL EVENTS
FINANCING
ATTEND
HOTELS & SHUTTLES
CONTACTS

f t i

EXHIBITING

TRANSIT is LA's only dedicated footwear tradeshow. The show is presented in conjunction with LA Fashion Market in downtown Los Angeles, the essential resource for contemporary boutiques & better retailers. TRANSIT is a must for brands looking to connect with the West Coast fashion buyer.

RESERVE YOUR BOOTH SPACE
--> Exhibitor Application: Click to download

CONTACT OUR SALES TEAM
Francine Biton : 213.630.3603
Ominy Johnson : 213.630.3631

PRODUCED & HOSTED BY THE CMC

12:39 18/06/2015

Safari de entrada (223) - X Transit Los Angeles 2015 - X Traductor de Google - X HFANY (Jun 2015), New York - X Patricia

10times.com/newyork-shoe-expo

Trade Shows Conferences Top 100 Venues

10times

search Add Event

New York Shoe Expo

New York Hilton Midtown | New York, USA | 02-04 Jun 2015

Attend Follow

About Visitors 450 Exhibitors 262 Reviews & Buzz 1,000 Photos & Videos 77

New York Shoe Expo occupies a pride of place as one of the most anticipated trade show events, related to the footwear industry. The event draws in a large number of exhibiting participants, and a wide array of sophisticated, fashionable and chic footwear items are showcased at the expo. The event offers suitable opportunities to the attending companies to devise strategies for stronger brand building activities, and the HFANY Industry Party is one of the major highlights of the show. The items put on exhibit here range from shoes and other footwear items for men, women and kids, to bags and literary material on the footwear sector. The show is organized at the Hilton New York Hotel, and features some of the top footwear brands in the industry at the event.

Visitors Attending + Add me as visitor

Door Drop Service

door-drop.com

Providers of Door Drop Services for Trade Show Exhibitors

- Trade Show Booths
- Rapid Machining @ AmCon
- Master Minds
- Large Touch Video Walls
- Boot Hide Out-2 Locations

13:51 18/06/2015



www.californiamarketcenter.com/transit/pdf/TRANSITExhibitorApplication.pdf

TRANSIT

ABOUT US

WHEN
October 12-14, 2015 | Monday & Tuesday, 10a-5p | Wednesday, 10a-4p
TRANSIT runs in conjunction with the Los Angeles Fashion Market.

WHERE
California Market Center, 110 East 9th St. Los Angeles CA 90079

CONTACT
Francine Biton | Tradeshows & Events
213.630.3603 | francine@cmcdtla.com

WHY TRANSIT
Nearly 80% of retailers shopping LA Fashion Market are looking for accessories and footwear.

WHO ATTENDS

EXHIBITOR DEADLINE: SEPTEMBER 18, 2015

Booths will be assigned on a first come, first serve basis. Show management will not hold booths for any exhibitor. Please include location requests on your application in the designated section and we will try our best to honor, if feasible, and in the order your paperwork was received. However, please remember that there are absolutely no guarantees. Applications received after September 18, will be assessed the \$100 late fee.

www.californiamarketcenter.com/transit/pdf/TRANSITExhibitorApplication.pdf

COMPANY CONTACT INFO
Used for directory listing & all Show communications. Please email transinfo@cmcdtla.com if Directory listing is different than your company contact information.

Company _____
Contact Name _____
Street Address _____
City _____ State _____ Postal Code _____ Country _____
Tel _____ Fax _____
E-Mail _____

BADGES | Required to be worn by exhibiting reps. Please provide for total quantity of your badges needed for your company: _____

BRAND PROFILE | Used for Directory listings and Show floor placement.

1. BRAND NAMES | List your label names for printing in the Market directory book, your complimentary Booth I.D. Sign, and our website listing.

2. WEBSITE ADDRESS
http://www. _____

3. PRODUCT CATEGORIES | Check only what best describes your line(s).

<input type="checkbox"/> Designer Collections (High-end)	<input type="checkbox"/> Young Contemporary	<input type="checkbox"/> Men's
<input type="checkbox"/> Contemporary	<input type="checkbox"/> Junior	<input type="checkbox"/> Streetwear
<input type="checkbox"/> Women's Better / Updated	<input type="checkbox"/> Affordable Trends	<input type="checkbox"/> Children's
<input type="checkbox"/> Casual	<input type="checkbox"/> Green / Organic, Eco-Friendly	<input type="checkbox"/> Athletic
<input type="checkbox"/> Handbags	<input type="checkbox"/> Other _____	



www.californiamarketcenter.com/transit/pdf/TRANSITExhibitorApplication.pdf

TRANSIT

4. WHOLESALE PRICE RANGE

☐ Under \$30 ☐ \$30-\$59 ☐ \$60-\$99 ☐ \$100-\$149 ☐ \$150-\$199 ☐ \$200+

5. BRAND BIO (3 to 5 sentences only please. Print clearly in this section.)

OCTOBER 2015 BOOTH OPTIONS

☐ \$1000 | 10x10
☐ \$2000 | 10x20
☐ \$3000 | 10x30
☐ \$3800 | 10x40

LOCATION PREFERENCES

☐ I prefer SAME booth location as previous show
☐ I prefer a NEW location (not guaranteed)
☐ I have a special request (please let MCT know specific request, only)

PREMIUM LOCATION OPTION (ADDITIONAL \$300)

☐ Check here to be considered for a premium location. Additional \$300 fee applies upon assignment of premium location. **Random assignment is not guaranteed.**

TOTAL FEES

Exhibit space fee \$_____

\$300 premium booth fee per show (charged only if assigned) \$_____

\$100 facility fee \$100 * Facility fees are mandatory and contribute toward show amenities & operational expenses

\$100 late fee (applications received after 9/25/15) \$_____

TOTAL \$_____

www.tsnnews.com/events/ffany-new-york-shoe-expo-june

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FFANY New York Shoe Expo - June

Fashion Footwear - Trade only

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Event Contact Info

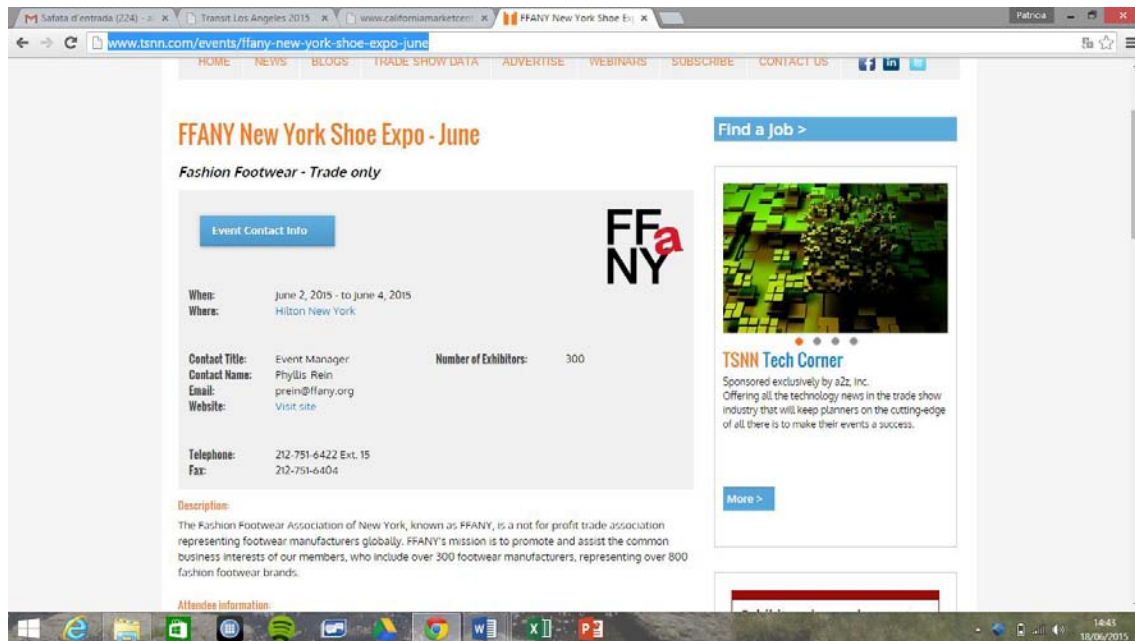
When: June 2, 2015 - to June 4, 2015
Where: Hilton New York

Contact Title: Event Manager
Contact Name: Phyllis Rein
Email: prein@ffany.org
Website: Visit site

Number of Exhibitors: 300

TSNN Las Vegas News

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Sources:

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<http://www.californiamarketcenter.com/transit/>

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http://www.ovtt.org/2015-03-17/fimec_2015_brasil

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<http://www.tsn.com/contact-event?title=FFANY%20New%20York%20Shoe%20Expo%20-%20June&url=ffany-new-york-shoe-expo-june&mail=prein@ffany.org>